



Health Committee

Tuesday, September 10, 2024 at 9:30 AM

Council Chambers

Agenda

Page

1. Call to Order

2. Land Acknowledgement

3. Roll Call

4. Disclosure of Pecuniary Interest and General Nature Thereof

5. Adoption of the Open Minutes - August 14, 2024

- a. [Health Committee - Aug 14 2024 - Minutes](#)

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Recommendation: THAT the minutes of the August 14, 2024, meeting be approved.

6. Adoption of the Closed Minutes - August 14, 2024

Recommendation: THAT the Closed minutes of the August 14, 2024, meeting be approved.

7. Delegations

9:30 a.m. - Dr. Jason Morgenstern, Renfrew County and District Drug Strategy

8. Administration Department Report - None at time of Mailing

9. Emergency Services Department Report

- a. [Emergency Services Report](#)

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[By-Law Stretcher Purchase Stryker](#) 

Community Paramedic Reserve Transfer

Recommendation: THAT the Health Committee recommends that County Council approve the amounts of \$170,599.86 and \$121,078.08 be transferred to the Community Paramedic Reserve consistent with the provisions outlined in the Transfer Payment Agreements (Community Paramedicine Long Term Care and RC VTAC); AND THAT Finance and Administration Committee be so advised.

Stryker Canada Stretcher Purchase

Recommendation: THAT the Health Committee recommends to County Council that authorization be given to proceed with the purchase of five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services; ; AND THAT County Council adopt a By-law to execute the purchase.

Recommendation: THAT the Emergency Services Department Report be approved as presented

10. Long-Term Care Report

a. [Long-Term Care Report](#) 

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[RCDHU Inspection Report](#) 

[NQIURE Data System Usage Agreement for NON-BPSOs County of Renfrew](#) 

[RNAO Clinical Pathways License Agreement County of Renfrew](#) 

[Business Case-Rec Prog-BM+ML](#) 

[Business Case-PTA-BM+ML](#) 

[Business Case-AFSS-BM+ML](#) 

[Business Case-LaundryAide-ML](#) 

Registered Nurses' Association of Ontario International Affairs and Best Practice Guidelines Centre

Recommendation: THAT the Health Committee recommends that County Council authorize the Warden and Chief Administrative Officer/Deputy-Clerk to sign an agreement with the Registered Nurses' Association of Ontario (RNAO) for Nursing Quality Indicators for Reporting and Evaluation (NQIURE) Data System Usage Agreement for Non-Best

Practice Spotlight Organizations; AND THAT the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge, will monitor and evaluate the outcomes of the RNAO Best Practice Guidelines (BPG) and the RNAO Clinical Pathway License Agreement toward achieving improved resident care planning based on RNAO BPGs.

Business Case – Recreation Programmers, Bonnechere Manor and Miramichi Lodge

Recommendation: THAT the Health Committee recommends to County Council the approval of two full-time complements (one each at Bonnechere Manor and Miramichi Lodge) designated as Recreation Programmer; AND THAT the Finance and Administration Committee be so advised.

Business Case – Physiotherapy Assistants, Bonnechere Manor and Miramichi Lodge

Recommendation: THAT the Health Committee recommends to County Council that the Physiotherapy Assistant staffing complement at Bonnechere Manor is increased by one full-time Physiotherapy Assistant (PTA) position, and staffing complement at Miramichi Lodge is increased by two full-time Physiotherapy Assistant (PTA) positions effective November 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Business Case – Assistant Food Service Supervisor, Miramichi Lodge

Recommendation: THAT the Health Committee recommends to County Council the approval of one additional full time staffing complement designated as Assistant Food Service Supervisor, Miramichi Lodge effective October 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Business Case – Laundry Aide, Miramichi Lodge

Recommendation: THAT the Health Committee recommends to County Council that approval of an additional 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge be approved effective October 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Recommendation: THAT the Long-Term Care Report be approved as presented.

11. **Board of Health Minutes - None at time of mailing**
12. **New Business**
13. **Closed Meeting - None at time of mailing**
14. **Date of next meeting (Wednesday, October 16, 2024) and adjournment**

Recommendation: THAT this meeting adjourn and the next regular meeting be held on Wednesday, October 16, 2024.

NOTE:

- County Council: Wednesday, September 25, 2024.
- Submissions received from the public either orally or in writing, may become part of the public record.



Health Committee

Wednesday, August 14, 2024 at 9:30 AM

Miramichi Lodge, 725 Pembroke Street W., Pembroke, Ontario

Minutes

Present: Chair Michael Donohue, Warden Peter Emon, Vice-Chair Neil Nicholson, Councillor Debbi Grills, Councillor Valerie Jahn, Councillor Jennifer Murphy, Councillor Rob Weir

City of Pembroke Representative: Councillor Patricia Lafreniere

Absent: Councillor Mark Willmer, Councillor Troy Purcell (City of Pembroke Representative)

Also Present: Craig Kelley, Chief Administrative Officer/Deputy Clerk, Michael Blackmore, Director of Long-Term Care, Michael Nolan, Director of Emergency Services, Chief-Paramedic Services, Jason Davis, Director of Development and Property, Andrea Patrick, Director of Community Services, Daniel Burke, Manager of Finance/Treasurer, Gwen Dombroski, Clerk, Tina Peplinskie, Media Relations and Social Media Coordinator, Evelyn VanStarkenburg, Administrative Assistant

1. Call to Order

Chair Donohue called the meeting to order at 9:30 a.m.

2. Land Acknowledgement

The land acknowledgement identifying that the meeting was being held on the traditional territory of the Omàmiwinini People was recited.

3. Roll Call

The roll was called.

4. Disclosure of Pecuniary Interest and General Nature Thereof

No pecuniary interests were disclosed.

5. Adoption of the Open Minutes - June 12, 2024

RESOLUTION NO. H-C-24-08-98

THAT the minutes of the June 12, 2024, meeting be approved.

Moved by: Rob Weir

Seconded by: Jennifer Murphy

CARRIED

6. Adoption of the Closed Minutes - June 12, 2024

RESOLUTION NO. H-C-24-08-99

THAT the closed minutes of the June 12, 2024 meeting be approved.

Moved by: Rob Weir

Seconded by: Jennifer Murphy

CARRIED

7. Delegations - None

8. Administration Department Report

The Chief Administrative Officer/Deputy Clerk overviewed the Administration Department Report.

The Chief Administrative Officer/Deputy Clerk noted that the Ontario's Big City Mayors Campaign resolution reinforces what the County of Renfrew is doing with the Mesa initiatives and provides opportunities to meet with upper-tier colleagues. The County of Renfrew is at the forefront with its Mesa initiative, and has been invited to a national summit on September 5-7, 2024 being held in the City of Timmins to address the impact of the substance use crisis in small cities and towns across Canada.

Warden Emon noted that the Eastern Ontario Wardens' Caucus will also be supporting this recommendation. He noted that the Chair of the Ontario Big City Mayors is supportive of small towns/communities and is committed to listening and including them in their discussions.

RESOLUTION NO. H-C-24-08-100

THAT the Health Committee recommends that County Council supports Ontario's Big City Mayors (OBCM) in their campaign to draw attention to the opioid crisis and homeless encampments by requesting that the Province:

- Appoint a responsible ministry and Minister with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions and wrap around supports.
- Have this Minister strike a task force with broad sector representatives including municipalities, healthcare, first responders, community

services, the business community and the tourism industry to develop a Made in Ontario Action Plan.

- Provide municipalities with the tools and resources to transition those in encampments to more appropriate supports, when deemed necessary.
- Commit to funding the appropriate services these individuals need, community by community where there are gaps in the system.
- Invest in 24/7 Community Hubs /Crisis Centres to relieve pressure on emergency centres and first responders.

Moved by: Warden Peter Emon

Seconded by: Patricia Lafreniere

CARRIED

Warden Emon vacated the meeting at 9:35 a.m.

RESOLUTION NO. H-C-24-08-101

THAT the Administration Department Report be approved as presented.

Moved by: Neil Nicholson

Seconded by: Patricia Lafreniere

CARRIED

9. Emergency Services Department Report

The Director of Emergency Services/Chief-Paramedic Services overviewed the Emergency Services Report.

Committee was advised that with the approval of the Emergency Services Department Report as a whole, the Mesa Gathering Report, which is presented in Draft, will be brought forward as a final version to County Council. The Mesa initiative has expanded to Renfrew, and there is now an east and west operation.

The Chief Administrative Officer/Deputy Clerk advised that this report will also be delivered to the Associate Minister of Health and Addictions, the Honourable Michael Tibollo, at the Association of Municipalities of Ontario (AMO) Conference.

The Mesa team east was able to assist with temporary bridge housing for homeless individuals at the Rocky Mountain House in Renfrew, with the assistance of the Development and Property and Community Services Departments. The goal with this housing is to transition homeless individuals into other housing opportunities.

The Director of Emergency Services/Chief-Paramedic Service advised that at the October Health Committee there will be a report presented outlining a pilot program to coordinate local training of civil defense volunteers and

management. Prior to the Health Committee meeting there will be an emergency call out to municipal Community Emergency Management Coordinators (CEMC) to test the fan out process. Staff are also looking at expectations and the need for trained volunteers which is a requirement under WSIB legislation. One of the asks to the Minister of Emergency Management will be a request for \$400,000 in funding, and \$40,000 for annual maintenance funding to establish a pilot project and a model for the rest of Ontario for local coordination of trained volunteers.

Committee was advised that the Eganville Paramedic Base fit-up is complete with some minor deficiencies being addressed. There is some outside work, such as paving, that is still to be completed. Staff are looking to have a ribbon cutting ceremony either at the end of August or in September and will be sending invitations to all the appropriate dignitaries.

RESOLUTION NO. H-C-24-08-102

THAT the Health Committee recommends that County Council endorse the recommendation received from the Ontario Medical Association (OMA) and the Association of Municipalities of Ontario (AMO) as follows:

WHEREAS the state of health care in Ontario is in crisis, with 2.3 million Ontarians lacking access to a family doctor, emergency room closures across the province, patients being de-rostered and 40% of family doctors considering retirement over the next five years; and

WHEREAS it is becoming increasingly challenging to attract and retain an adequate healthcare workforce throughout the health sector across Ontario; and

WHEREAS Ontario municipal governments play an integral role in the health care system through responsibilities in public health, long-term care, paramedicine, and other investments; and

WHEREAS the percentage of family physicians practicing comprehensive family medicine has declined from 77 in 2008 to 65 percent in 2022; and

WHEREAS per capita health-care spending in Ontario is the lowest of all provinces in Canada, and

WHEREAS a robust workforce developed through a provincial, sector-wide health human resources strategy would significantly improve access to health services across the province;

NOW THEREFORE BE IT RESOLVED THAT the Council of County of Renfrew urge the Province of Ontario to recognize the physician shortage in the County of Renfrew and Ontario, to fund health care appropriately and ensure every Ontarian has access to physician care.

Moved by: Rob Weir

Seconded by: Debbi Grills

CARRIED

The Chief Administrative Officer/Deputy Clerk advised that the Eastern Ontario Wardens' Caucus has a meeting scheduled at the Association of Municipalities of Ontario conference to discuss the physician shortage.

RESOLUTION NO. H-C-24-08-103

THAT the Emergency Services Department Report be approved as presented.

Moved by: Patricia Lafreniere

Seconded by: Valerie Jahn

CARRIED

Warden Emon re-entered the meeting at 11:00 a.m.

Committee recessed at 11:05 a.m. and reconvened at 11:10 a.m. with the same members present.

10. Long-Term Care Report

The Director of Long-Term Care overviewed the Long-Term Care Report.

The Director of Long-Term Care advised that the Butterfly Approach Video will be shown at County Council.

Chair Donohue expressed his pleasure at seeing the news release on the groundbreaking ceremony for the new Four Seasons Lodge Long-Term Care Home in Deep River. Warden Emon mentioned that the Minister of Long-Term Care, Natalia Kusendova-Bashta, attended the event, along with himself and Councillor Grills. The 96-bed facility will be located next to the Deep River Hospital and will be part of a campus of care. It is expected to be completed in late 2026 or early 2027.

RESOLUTION NO. H-C-24-08-104

THAT the Health Committee recommends that County Council approve the surplus capital funds from the boiler replacement project and the solar inverter project, to be reallocated to support the replacement of concrete patio areas in the greenhouse courtyard and the Senior/Adult Day Program courtyards, and repairs to the front entrance interlocking brick patio and walkway, at a cost of \$81,773.58, inclusive of applicable taxes.

Moved by: Warden Peter Emon

Seconded by: Jennifer Murphy

CARRIED

RESOLUTION NO. H-C-24-08-105

THAT the Health Committee recommends that County Council approve the list of unbudgeted Capital purchases funded through the 2023/24 One-Time

Increase to Long-Term Care Home Funding Agreement in the amount of \$2,543 per bed, (\$457,740 for Bonnechere Manor and \$422,138 for Miramichi Lodge) and the surplus from the previous year.

Moved by: Debbi Grills

Seconded by: Valerie Jahn

CARRIED

RESOLUTION NO. H-C-24-08-106

THAT the Long-Term Care Report be approved as presented.

Moved by: Debbi Grills

Seconded by: Neil Nicholson

CARRIED

11. Board of Health Minutes - May 28, 2024

RESOLUTION NO. H-C-24-08-107

THAT the Board of Health minutes for May 28, 2024, be noted and received.

Moved by: Neil Nicholson

Seconded by: Debbi Grills

CARRIED

12. New Business - None

13. Closed Meeting

RESOLUTION NO. H-C-24-08-108

THAT pursuant to Section 239 (2) of the Municipal Act, 2021, as amended, the Health Committee moves into a Closed meeting to discuss a proposed or pending acquisition or disposition of land by the municipality or local board (Paramedic Base, Treatment Centres). Time: 11:48 a.m.

Moved by: Rob Weir

Seconded by: Warden Peter Emon

CARRIED

Councillor Murphy vacated the meeting at 11:48 a.m.

RESOLUTION NO. H-C-24-08-109

THAT the Health Committee resume as an open meeting. Time: 12:43 p.m.

Moved by: Warden Peter Emon

Seconded by: Debbi Grills

CARRIED

14. Date of next meeting (Tuesday, September 10, 2024) and adjournment

RESOLUTION NO. H-C-24-08-110

THAT this meeting adjourn and the next regular meeting be held on September 10, 2024. Time 12:44 p.m.

Moved by: Valerie Jahn

Seconded by: Patricia Lafreniere

CARRIED

Michael Donohue, Chair

Gwen Dombroski, Clerk

COUNTY OF RENFREW

EMERGENCY SERVICES REPORT

TO: Health Committee

FROM: Michael Nolan, Director of Emergency Services/Chief, Paramedic Service

DATE: September 10, 2024

SUBJECT: Department Report

INFORMATION

1. County of Renfrew Sierra Team

Commander Matt Cruchet will provide an overview of the Sierra Team, the County of Renfrew Paramedic Service special operations unit.

2. Renfrew County Virtual Triage and Assessment Centre Update

Renfrew County Virtual Triage and Assessment Centre (RC VTAC) opened a new Clinical Assessment Centre (CAC) on September 9, 2024, at the Petawawa Centennial Family Health Centre at 154 Civic Centre Road. It will be open every Monday from 8:30 a.m. to 12 noon and patients can make an appointment by calling RC VTAC. The Paramedic-Lead clinic will offer respiratory/ear/nose/throat assessments, specialized injections, minor procedures such as structure removal, tick removal/Lyme disease management and a Paramedic Health Review for unattached patients.

Petawawa is the largest municipality in the County of Renfrew without a local hospital emergency department and now residents will be able to be assessed on-site by a Paramedic.

With the opening of the new Eganville Base, the team is also working on plans to open another Clinical Assessment Centre in Eganville in the coming months. RC VTAC services remain in demand as four more physicians have recently retired.

Statistics for the month of April, May, June, July for RC VTAC:

	# of medical reception triage encounters (inbound phone calls)	# of booked virtual visits booked with a RC VTAC physician	# of in person visits booked with a paramedic at a Clinical Assessment Centre across Renfrew County
April	5,833	3,535	232
May	5,636	3,591	212
June	5,433	3,447	190
July	6,079	3,733	184

Integrated Virtual Care (IVC) stats at three current locations: Petawawa Centennial Family Health Centre, West Champlain Family Health Team (Pembroke) and North Renfrew Family Health Team (Deep River).

2024	IVC # of permanently attached patients	# of new patients enrolled each month	# of completed appointments each month
April	6,212	36	1,621
May	6,438	256	1,967
June	6,446	21	1,841
July	6,414	5	1,985

3. Models of Care Initiative

The County of Renfrew Paramedic Service will be providing targeted training to all Paramedics to align with the Ministry of Health's new models of care standards. These standards introduce innovative healthcare approaches aimed at better addressing the needs of individuals with chronic conditions, optimizing workforce use, and enhancing the overall quality, cost, and efficiency of care.

This training will enable Paramedics to identify the most appropriate care pathway for each client and create individualized care plans in collaboration with community partners like Renfrew County's Virtual Triage Assessment Centre. This approach will ensure patients receive the right care at the right place and time.

This fall, we will implement four new "treat and refer" patient care models:

1. Palliative Care: assist Paramedics in providing in-home palliative care with guidance from the patient's palliative care team.
2. Low Acuity Disposition: facilitate collaboration with primary care providers, community support or Renfrew County's Virtual Triage and Assessment Centre.
3. Opioid Withdrawal: support Paramedics in treating patients suffering from precipitated withdrawal symptoms, after Naloxone administration.

4. Mental Health and Addictions: aid in providing acute support for patients with mental health and addictions issues.

Each model is tailored to specific patient populations, ensuring effective care planning and management based on individual care goals.

Additionally, the Community Paramedic Program has developed new referral pathways in line with these models.

- Chronic Disease and Frailty Management: focuses on supporting the most vulnerable patients through intensive involvement and care plan development.
- Care Plan Monitoring: assists healthcare providers with in-home and remote health monitoring to support ongoing patient care.
- Hospital/911 Diversion: this intervention-focused model aims to prevent unnecessary 911 calls and emergency department visits by utilizing the "treat and refer" pathways outlined in this document.
- Social and Health Inequalities: this population-focused model addresses community needs influenced by unique, patient-centred social determinants of health.

Financial Implications

The County of Renfrew will receive \$80,923.43 from the Ottawa Paramedic Service via Ontario Health to train all paramedics who will receive the eight-hour training on intervention-focused model of care aimed at preventing unnecessary 911 and emergency department visits through provision of treat and refer pathways training course.

RESOLUTIONS

5. Community Paramedic Reserve Transfer

Recommendation: THAT the Health Committee recommends that County Council approve the amounts of \$170,599.86 and \$121,078.08 be transferred to the Community Paramedic Reserve consistent with the provisions outlined in the Transfer Payment Agreements (Community Paramedicine Long Term Care and RC VTAC); AND THAT Finance and Administration Committee be so advised.

Background

For the program years ended March 31, 2024, both the Community Paramedicine Long Term Care and RC VTAC operations initially ended the year reporting surpluses of \$170,599.86 and \$121,078.08 respectively. The Transfer Payment Agreements for these funds provide the ability for the County of Renfrew to charge administration fees and other indirect costs in order to maximize our utilization of this funding. Staff are recommending that the revenue generated by these administration fees be transferred to the Community Paramedic Reserve for future use.

BY-LAWS

6. Stryker Canada Stretcher Purchase

Recommendation: THAT the Health Committee recommends to County Council that authorization be given to proceed with the purchase of five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services; ; AND THAT County Council adopt a By-law to execute the purchase.

Background

In April, the County of Renfrew was informed that the County would no longer be able to purchase power load units and power cots through Demers when we order and purchase vehicles. Stryker Canada has made the decision that all purchases must be directly through them. As a result, three systems that had been previously ordered through Demers on our 2023 ambulance orders have been cancelled and our Demers invoices updated accordingly. The purchase cost was \$285,586 per ambulance and this has been reduced to \$249,683. The whole modification is a reduction of \$107,709 (for three ambulances). We will now need to purchase these units directly through Stryker. All existing equipment is Stryker and replacements must be compatible with the fleet.

This purchase is within the guidelines for the County of Renfrew, Corporate Policy and Procedures GA-01, Procurement of Goods and Services:

Section 22.0 Non-Competitive Purchase, Section 22.1:

c) where purchases are being made from a vendor of record that is available to the Corporation.

d) where there is an absence of competition for technical or other reasons and the Goods and/or Services can only be supplied by a particular supplier and no alternative exists;

We have been in contact with our regional Stryker representative and have received quotes. The stretcher that we currently use, will soon be replaced with a new, more costly model and we have been assured prices and the availability of this model if orders are placed prior to October 1, 2024.

In light of this information, staff recommend proceeding with the ordering the three power load units and power cots that were cancelled from the original order, as well as an additional two units to equip some of the other ambulance purchases on order (five in 2023 and four in 2024). The asset management plan shows that there are four 2014 and twelve 2015 power load units and power cots that are approaching the end of lifecycle and require consideration for replacement. Actual replacement will be based on hours of use, not age.

Orders will need to be completed prior to the October 1, 2024 deadline. We would not be receiving the items until 2025, when we begin receiving the ambulances ordered in 2023.

Therefore, there is no effect on the current year budget, however the change will need to be reflected in the 2025 capital budget.

COUNTY OF RENFREW

BY-LAW NUMBER

A BY-LAW AUTHORIZING AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND STRYKER CANADA, FOR THE PURCHASE OF FIVE POWER-LOAD STRETCHERS AND FIVE POWER-PRO COTS

WHEREAS Sections 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001 as amended, authorizes Council to enter into agreements;

AND WHEREAS the County of Renfrew deems it desirable to purchase of six additional Stryker Canada for the purchase five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services.

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. THAT the Council of the County of Renfrew approve of the purchase of six additional Stryker Canada for the purchase five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services.
2. THAT the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

COUNTY OF RENFREW

LONG-TERM CARE REPORT

TO: Health Committee
FROM: Mike Blackmore, Director of Long-Term Care
DATE: September 10, 2024
SUBJECT: Department Report

INFORMATION

1. 2024-25 Comprehensive Minor Capital Program

The Ministry of Long-Term Care recently announced up to \$101.3 million in 2024-25 under the Minor Capital Program. The funding may be used for the following initiatives:

- a. One-time funding of up to \$58,871,000 in Infection Prevention and Control (IPAC) to improve IPAC practices. As "A" bed classification, each of Bonnechere Manor and Miramichi Lodge will receive \$50,000 base, plus \$215 per bed.
 - Bonnechere Manor = \$88,700
 - Miramichi Lodge = \$85,690
- b. Up to \$34,406,500 in additional Long-Term Care (LTC) Minor Capital funding to maintain and extend the life of LTC homes. Eligible homes will receive a \$5,000 base allocation, plus a \$1.42 per diem amount for each eligible bed.
 - Bonnechere Manor = \$98,294
 - Miramichi Lodge = \$91,037
- c. Up to \$8,040,000 in Falls Prevention Equipment Fund as base funding targeted to help reduce the number of falls and fall-related injuries in LTC homes and promote increased mobility, enhanced safety, and quality of life for LTC residents. Under this component, entitlement is \$100 per eligible bed for every 12-month period for every licensed bed.
 - Bonnechere Manor = \$18,000
 - Miramichi Lodge = \$16,600

Of note, the former Infection Prevention and Control, Minor Capital, and Falls Prevention Equipment Fund programs are now combined into a new funding program called Comprehensive Minor Capital Fund.

2. **Ministry of Long-Term Care Inspection Report – Miramichi Lodge**

Ministry of Long-Term Care (MLTC) Inspector Karen Bunes conducted a complaint, critical incident and follow-up inspection at Miramichi Lodge on July 17, 18, 19, 22, 23, 24 and 25, 2024. The following inspection protocols were used during this inspection: Resident Care and Support Services, Medication Management, Housekeeping, Laundry and Maintenance Services, Infection Prevention and Control, Prevention of Abuse and Neglect, Responsive Behaviours, Falls Prevention and Management, and Admission, Absences and Discharge. Two written notifications were issued and two previous Compliance Orders (COs) were found to be in compliance. A re-inspection fee of \$500.00 applies since this is, at minimum, the second follow-up inspection to determine compliance with the following Compliance Order(s) under s. 155 of the Fixing Long-Term Care Act (FLTC), 2021. The full report is available through the Ministry of Long-Term Care Public Reporting website: [Licensee Inspection Report](#).

3. **Renfrew County and District Health Unit Inspection Report – Bonnechere Manor**

On August 2, 2024, Renfrew County and District Health Unit, Public Health Inspector Brittany Priebe, conducted a compliance inspection of the main kitchen and the three serveries at Bonnechere Manor. No items of non-compliance were noted and the report is attached.

RESOLUTIONS

4. **Registered Nurses' Association of Ontario International Affairs and Best Practice Guidelines Centre**

Recommendation: THAT the Health Committee recommends that County Council authorize the Warden and Chief Administrative Officer/Deputy-Clerk to sign an agreement with the Registered Nurses' Association of Ontario (RNAO) for Nursing Quality Indicators for Reporting and Evaluation (NQUIRE) Data System Usage Agreement for Non-Best Practice Spotlight Organizations; AND THAT the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge, will monitor and evaluate the outcomes of the RNAO Best Practice Guidelines (BPG) and the RNAO Clinical Pathway License Agreement toward achieving improved resident care planning based on RNAO BPGs.

Background

The RNAO offered the opportunity for Bonnechere Manor and Miramichi Lodge to become Best Practice Spotlight Organizations (BPSO) in resident care planning.

The RNAO maintains the Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) data system of de-identified quality indicators that are designed for BPSO to systematically implement, monitor and evaluate the outcomes of the RNAO Best Practice Guidelines (BPGs).

RNAO Clinical Pathways™ are based on RNAO's BPGs and are delivered by PointClickCare, promoting safe, standardized high-quality resident care and improved staff efficiency leading to more direct hours of care. All of these factors are intended to support more resident, family and staff engagement while supporting legislative and regulatory compliance.

The NQuIRE data system, being a cloud-based application, was vetted through the County of Renfrew Request for Cloud Computing Application process.

5. **Business Case – Recreation Programmers, Bonnechere Manor and Miramichi Lodge**

Recommendation: THAT the Health Committee recommends to County Council the approval of two full-time complements (one each at Bonnechere Manor and Miramichi Lodge) designated as Recreation Programmer; AND THAT the Finance and Administration Committee be so advised.

Background

Business Case is attached.

6. **Business Case – Physiotherapy Assistants, Bonnechere Manor and Miramichi Lodge**

Recommendation: THAT the Health Committee recommends to County Council that the Physiotherapy Assistant staffing complement at Bonnechere Manor is increased by one full-time Physiotherapy Assistant (PTA) position, and staffing complement at Miramichi Lodge is increased by two full-time Physiotherapy Assistant (PTA) positions effective November 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Background

Business Case is attached.

7. **Business Case – Assistant Food Service Supervisor, Miramichi Lodge**

Recommendation: THAT the Health Committee recommends to County Council the approval of one additional full time staffing complement designated as Assistant Food Service Supervisor, Miramichi Lodge effective October 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Background

Business Case is attached.

8. **Business Case – Laundry Aide, Miramichi Lodge**

Recommendation: THAT the Health Committee recommends to County Council that approval of an additional 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge be approved effective October 1, 2024; AND THAT the Finance and Administration Committee be so advised.

Background

Business Case is attached.

Renfrew County and District Health Unit

141 Lake, Street Pembroke ON K8A 5L8

FOOD SAFETY INSPECTION REPORT

Facility Inspected: Bonnechere Manor Primary owner: County of Renfrew Site Address: 470 Albert St Renfrew ON K7V 4L5 Site Phone: (613) 432-4873	Inspection #: -16368 Inspection Date: 02-Aug-2024 Inspected By: Brittany Priebe Facility Type: Long Term Care Facility Inspection Type: Required Inspection Reasons: Compliance Inspection Violations: 0
Opening Comments and Observations: Routine compliance inspection conducted on site with food service worker, Sandra McGarry. Kitchen has been inspected along with the three kitchenettes: HM2, HM1, and Pinnacle. Staff servery only used for meals at Christmas and New Years. "The Pub"/activity kitchen used by activities (rarely) and cooler/freezer locked at time. Inspection conducted after lunch. All comments are made in reference to the time of the inspection.	

N/S = NOT SELECTED NO = NOT IN COMPLIANCE N/O = NOT OBSERVED N/A = NOT APPLICABLE YES = IN COMPLIANCE
 CDI = CORRECTED DURING INSPECTION

Long Term Care Facility

FOOD HANDLING

- Potentially hazardous foods are distributed, maintained, stored, transported, displayed, sold and offered for sale in which the internal temperature is at 4°C (40°F) or lower YES

True cooler - HM1 internal thermometer indicated 4°C and digital thermometer indicated 2°C.

Tarrison cooler (right) in HM2 was out of order at time and not being used.

Continue to monitor coolers to ensure hazardous foods are maintained at 4°C or less.

Readings Taken: 02-Aug-2024 13:10 - Milk in Curtis cooler (3B/2R) - cold side main kitchen : 5°C
 02-Aug-2024 13:10 - Apple juice in Cooler (3B/2R) - cold side main : 4°C
 02-Aug-2024 13:10 - Turkey sandwich in Curtis cooler (1R/B) - cold side main kitchen : 4°C
 02-Aug-2024 13:10 - Butter in Stainless steel cooler - HM1 : 4°C
 02-Aug-2024 13:10 - Milk in True cooler - HM1 : 5°C
 02-Aug-2024 13:10 - Creamers in True cooler - Pinnacle : 4°C
 02-Aug-2024 13:10 - Milk in True cooler - HM2 : 4°C
 02-Aug-2024 13:10 - Milk in Tarrison cooler (left) - HM2 : 4°C
- Foods intended to be in a frozen state are distributed, maintained, stored, transported, displayed, sold or offered for sale in a frozen state until sold or prepared for use YES

All food intended to be frozen observed in solid state.

True freezer - Pinnacle on defrost at time.

Readings Taken: 02-Aug-2024 13:10 - Ambient air in True freezer (7B/2F) - cold side main kitchen : -17°C
 02-Aug-2024 13:10 - Ambient air in Norbec freezer (6F/6B) - cold side main kitchen : -10°C
 02-Aug-2024 13:10 - Ambient air in No name/south freezer - HM1 : -10°C
 02-Aug-2024 13:10 - Ambient air in True freezer - Pinnacle : -9°C
 02-Aug-2024 13:10 - Ambient air in True (5B) - hot side main kitchen : -15°C
 02-Aug-2024 13:10 - Ambient air in Frigidaire gluten free freezer - cold side main kitchen : -10°C
 02-Aug-2024 13:10 - Ambient air in Curtis freezer (2B/1F) - cold side main kitchen : -10°C
 02-Aug-2024 13:10 - Ambient air in True freezer - HM2 : -8°C
- Potentially hazardous foods are distributed, maintained, stored, transported, displayed, sold and offered for sale in which the internal temperature is at 60°C (140°F) or higher N/O

Food transported in heated carts to serveries for meals. Food is then put into steam tables and temperatures are checked.

Facility Contact: County of Renfrew

Facility Address: 470 Albert St, Renfrew ON K7V 4L5

Food is served for ~30min at meal times. No food in steam tables nor hot holding occurring at time.

- 4. Equipment used for refrigeration or hot holding of potentially hazardous foods contains accurate and easily readable indicating thermometers
Temperatures are taken and documented twice daily. YES
- 5. Food is processed in a manner that makes the food safe to eat
No food processing concerns noted at time. YES
- 6. All food shall be protected from contamination and adulteration
All food on site stored covered, off the floor and raw foods separate from ready-to-eat foods. No scoops observed in food bins. YES
- 7. Food in a food premise that is liable under law to inspection must be obtained from a source that is subject to inspection
Suppliers: Sysco, Dairy - Parmalat (Summerlea), Bread - Dempster's YES
- 8. Racks, shelves or pallets used for food storage must be designed to protect the food from contamination and must be readily cleanable YES
- 9. Food handlers in the food premise practice good personal hygiene
Food handlers wear hair nets.
- Food handlers must not use tobacco while working as a food handler.
- Food handlers must be clean and practice good personal hygiene.
- Food handlers must wear clean outer garments.
- Food handlers shall take reasonable precautions to ensure that food is not contaminated by hair. YES
- 10. Food handlers in the food premise wash their hands as often as necessary to prevent the contamination of food or food areas
Food handlers observed washing hands.
- Food handlers must wash hands as often as necessary to prevent the contamination of food or food areas.
- Food handlers must be free from any infectious agent of a disease that may be spread through food.
- Employee with skin disease must not work with food without approval. YES
- 11. At least one certified food handler or supervisor is on the premise at all times during normal operation YES

OPERATION AND MAINTENANCE

- 12. The food premise is operated and maintained such that it is not a health hazard, adversely affecting the sanitary operation or the wholesomeness of food YES
- 13. Every food premise shall be operated and maintained such that no room is used for sleeping purposes YES
- 14. Floor or floor coverings are tight, smooth and non-absorbent and kept clean and in good repair YES
- 15. Walls and ceilings of rooms and passageways are readily cleanable, maintained in a sanitary condition, and kept in good repair YES
- 16. General maintenance and sanitation is satisfactory where food is processed, prepared, packaged, served, transported, manufactured, handled, sold, or offered for sale. YES
Facility is well maintained.

Small leak by door along seem of Curtis freezer (2B/1F - main kitchen) and pooling on floor - cleaned up at time.
Condensation at door opening of True freezer (7B/2F - main kitchen).
Continue to monitor moisture/leaks and address as necessary.
- 17. Every food premise shall be provided with hot and cold potable running water under pressure
Municipal water hot and cold running water under pressure available. YES
- 18. Adequate number of handwashing stations, situated for convenient access by food handlers with required supplies YES
Hand wash sinks stocked with required supplies.
- 19. Handwashing stations used only for the washing of employee hands YES

Facility Contact: County of Renfrew
 Facility Address: 470 Albert St, Renfrew ON K7V 4L5

- 20. Single-service containers and single-service articles are kept in such a manner and place as to prevent contamination of containers or articles YES
- 21. Equipment, utensils and multi-service articles are of sound and tight construction, in good repair, can be readily cleaned and sanitized, and suitable for their intended purpose YES
- 22. Equipment and utensils that come into direct contact with food are corrosion-resistant, non-toxic and free from cracks, crevices and open seams YES
- 23. Vending machine that automatically mixes water to create a product is provided with potable water supply under pressure YES
- 24. Furniture, equipment and appliances in any room or place where food is prepared, processed, packaged, served, transported, manufactured, handled, displayed, sold or offered for sale is constructed and arranged to maintain it in a clean and sanitary condition YES
- 25. Table covers, napkins or serviettes used in the service of food are clean and in good repair YES
- 26. Proper levels of illumination required are maintained in the food premise during all hours of operation YES
- 27. Ventilation system is maintained to ensure the elimination of odours, fumes, vapours, smoke and excessive heat YES
- 28. Garbage and wastes, including liquid wastes, are collected and removed from the food premise as often as is necessary to maintain the premise in a sanitary condition YES
- 29. Food premise is protected against the entry of pests and kept free of conditions that lead to the harbouring or breeding of pests YES
 Orkin conducts pest control services. No evidence of pest activity observed at time.
- 30. Every room in the food premise is kept free from live birds or animals YES

CLEANING AND SANITIZING

- 31. Equipment for either manual or mechanical dishwashing is available on site YES
- 32. Multi-service articles shall be cleaned and sanitized after each use YES
- 33. Utensils other than multi-service articles shall be cleaned and sanitized as often as necessary to maintain them in a clean and sanitary condition YES
- 34. Mechanical dishwashers are maintained to provide clean wash water at the proper temperature, and a sanitizing rinse YES

Main kitchen dishwasher is NSF certified for minimum 71°C (160°F) for wash cycle and 82°C (180°F) for rinse cycle. Dishwasher started first cycle at 150°F and wash gauge slowly dropped every cycle to 58°C/136°F. After several cycles, 58°C was maintained for wash. Dishwasher started at 160°F this time and wash gauge slowly dropped every cycle to 58°C/136°F. After several cycles, 58°C was still maintained for wash. Maintenance personnel came and changed dishwasher to by pass tempering that was limiting wash cycle to 140°F. Dishwasher dumped and refilled again. Dishwasher started at 162°F and dropped to 157°F and held for several cycles. Dishwasher tempering will be recalibrated to 160°F.

HM2, HM1 and Pinnacle dishwashers are NSF certified for minimum 49°C (120°F) for wash and rinse cycles.

Continue to ensure dishwashers reach required temperatures during dishwashing cycles.

Readings Taken: 02-Aug-2024 13:10 - Wash in HM1 : 120°F
 02-Aug-2024 13:10 - Rinse in Main kitchen - cycle 1 : 185°F
 02-Aug-2024 13:10 - Rinse in HM1 : 125°F
 02-Aug-2024 13:10 - Rinse in HM2 : 120°F
 02-Aug-2024 13:10 - Wash in Main kitchen - cycle 1 : 150°F
 02-Aug-2024 13:10 - Wash in Pinnacle : 110°F
 02-Aug-2024 13:10 - Rinse in Pinnacle : 120°F
 02-Aug-2024 13:10 - Chlorine in Pinnacle : 100mg/L
 02-Aug-2024 13:10 - Chlorine in HM2 : 110mg/L
 02-Aug-2024 13:10 - Chlorine in HM1 : 100mg/L
 02-Aug-2024 13:10 - Wash in HM2 : 110°F

Facility Contact: County of Renfrew
Facility Address: 470 Albert St, Renfrew ON K7V 4L5

- 35. Manual dishwashing provides clean wash water, proper rinse, and sanitizing solution YES
In main kitchen, 3 compartment sink observed with clean wash water in first sink and 200ppm quat in 3rd sink. Cold side had 2 compartment sink with 200ppm quat solution.
- 36. Sanitize test kit is readily available for verifying concentration of other sanitizing agents YES
approved for use by Health Canada/CFIA
Quat test strips present in kitchen and serveries.
- 37. Food contact surfaces washed, rinsed, and sanitized as often as necessary to maintain YES
surfaces in a sanitary condition
200ppm quat in two buckets in main kitchen. No quat solution in Pinnacle, HM1 and HM2 serveries at time as dumped after lunch and will be refilled before dinner.
- 38. Cloths and towels used for cleaning, drying or polishing utensils or cleaning food contact YES
surfaces are in good repair, clean and used for no other purpose
- 39. Toxic and poisonous substances are kept separate from food, in containers bearing a label and YES
used in a manner that does not contaminate food

SANITARY FACILITIES

- 40. Sanitary facilities kept in good repair and equipped with necessary supplies N/O

Contacts Present During Inspection

David Norton

Action(s) Taken

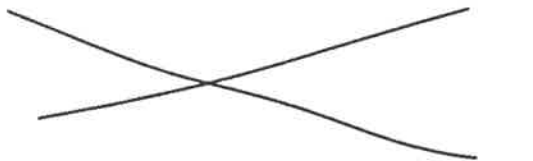
Actions Taken: Satisfactory - No Action Required, Food Handler Education on Site

Closing Comments:

Premises is well maintained. Please review report for details.

Paper report written on site and electronic copy to be emailed to food services supervisor, Cayla McNulty at CMcNulty@countyofrenfrew.on.ca.

I have read and understood this report:



Sandra McGarry



Brittany Priebe

**Registered Nurses' Association of Ontario
International Affairs & Best Practice Guidelines Centre**

NQUIRE DATA SYSTEM USAGE AGREEMENT FOR NON-BPSOs

This agreement is reserved for all organizations participating in the RNAO Clinical Pathways Program (defined below) who are NOT currently members of RNAO's Best Practice Spotlight Organization (BPSO) program (hereafter referred to as Non-BPSOs).

THIS AGREEMENT is made effective as of _____ ("**Effective Date**"), between the Registered Nurses' Association of Ontario ("**RNAO**") and County of Renfrew (the "**Organization**")

RECITALS:

- A. RNAO is a not-for-profit organization whose mandate, among other purposes, is to advance healthy public policy and develop and disseminate evidence-based practice guidelines.
- B. As set out in this agreement (the "Agreement"), the Organization is not a Best Practice Spotlight Organization (BPSO) but wishes to collect and submit de-identified data to NQUIRE as a participant in the RNAO-PointClickCare Initiative noting that the Organization balances the data submission requirements of this Agreement against the statutory obligations and operational priorities of the Organization as a health-care provider.
- C. RNAO maintains the Nursing Quality Indicators for Reporting and Evaluation (NQUIRE) data system to collect, analyze and report on nursing-sensitive indicators reflecting the structure, process and outcomes arising from implementation of the RNAO's Best Practice Guidelines (BPG).

NOW THEREFORE, in consideration of the exchange of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each Party, the Parties agree to the following terms and conditions:

ARTICLE 1 INTERPRETATION

- 1.1. *Acknowledgment.* RNAO and the Organization acknowledge the accuracy of the Recitals.
- 1.2. *Definitions.* In this Agreement, including the recitals and in any amendments and in all schedules, the following terms will have the following meanings:
 - 1.2.1. "**BPG**" means RNAO Nursing Best Practice Guidelines listed in Schedule A to this Agreement as may be modified by RNAO and additional Best Practice Guidelines created by RNAO in the future which shall be deemed to form part of Schedule A upon their publication by RNAO;
 - 1.2.2. "**RNAO BPG Clinical Pathways**" means evidence-based knowledge translation tools created or modified by RNAO during the Term for use in the LTC sector.

- 1.2.3. **“RNAO Clinical Pathways License Agreement” (“EULA”)** means an agreement between RNAO and a Customer that permits Customer’s use of the RNAO Clinical Pathways and including any amendment, addendum or rider thereto.
- 1.2.4. **“BPSO”** means an organization that has a formal agreement with RNAO to implement, disseminate, monitor and evaluate the impact of BPGs on patients and organizational outcomes. These organizations are referred to as a “Best Practice Spotlight Organization” or “BPSO®”
- 1.2.5. **“Combined Data”** means aggregated, de-identified patient data compiled by the Organization in accordance with specifications for each of the BPGs made available by RNAO and data regarding the Organization’s organizational characteristics and nursing profiles of its functional units as submitted by the Organization to the NQuIRE Data System, and for greater certainty does not include the Organization Profile;
- 1.2.6. **“Comparative Report”** means a report provided by RNAO on the results of the Organization’s performance based on the Combined Data provided by the Organization in the NQuIRE database, as compared with similar combined data provided by other institutions comparable with the Organization at the unit, organizational, provincial, national, continental and/or international levels, including but not limited to trends as aggregated for all organizations participating in the RNAO-PointClickCare Initiative;
- 1.2.7. **“Confidential Information”** means information that is non-public, protected, confidential, privileged or proprietary in nature; however fixed, stored, expressed or embodied (and includes, without limitation, samples, prototypes, specimens and derivatives); during discussions, telephone calls, meetings, tests, demonstrations, correspondence or otherwise; or any part or portion thereof, irrespective of whether or not such information is specifically marked as confidential or identified as confidential at the time of disclosure, and including the Records and any other information submitted by the Organization and entered by its Registered Users into the NQuIRE Data System and all data and information provided in writing or transmitted electronically to the Organization by RNAO, including NQuIRE benchmarks, Comparative Reports, Internal Reports, programs, educational materials, definitions, and other codes or algorithms, but does not include any information that:
- 1.2.7.1. was rightfully in the possession of or known by, the Receiving Party without an obligation to maintain its confidentiality prior to receipt from the Disclosing Party;
 - 1.2.7.2. was or has become publicly available other than as a result of disclosure by the Receiving Party or its agents;
 - 1.2.7.3. after disclosure to the Receiving Party, was received from a third party who, to the Receiving Party’s knowledge, had a lawful right to disclose such information to the Receiving Party without any obligation to restrict its further use or disclosure; or

- 1.2.7.4. was independently developed by the Receiving Party without use of or reference to any Confidential Information of the Disclosing Party;
- 1.2.8. **“Disclosing Party”** means the Party disclosing Confidential Information pursuant to this Agreement;
- 1.2.9. **“Effective Date”** means the date identified on the first page of this Agreement;
- 1.2.10. **“Implementation Site”** means the unit/program/team/service/resident care home where the RNAO Clinical Pathways are implemented.
- 1.2.11. **“Internal Report”** means a report downloaded by the RNAO-PointClickCare Project Lead from the NQuIRE Data System for the Organization and disclosed only to the Organization analyzing the Organization’s Combined Data on a unit and organizational level, including but not limited to any trends within the Combined Data over time;
- 1.2.12. **“Name”** means the unique name assigned to the Organization by the RNAO-PointClickCare Project Lead on the NQuIRE Data System;
- 1.2.13. **“Non-BPSO”** means an organization that is not a “Best Practice Spotlight Organization” (“BPSO[®]”). This agreement is reserved for non-BPSO organizations that are participating in the RNAO-PointClickCare Initiative.
- 1.2.14. **“NQuIRE Data Entry Support”** acts as a support staff to the RNAO-PointClickCare Project Lead to access the data system for data entry only. This individual can be an RN staff or non-clinical support staff such as informatics or decision support person, etc. This individual can submit data for all implementation sites but cannot create or edit Implementation Site users or generate reports on behalf of the RNAO-PointClickCare Project Lead;
- 1.2.15. **“NQuIRE Data System”** means the Nursing Quality Indicators for Reporting and Evaluation data system established, operated and owned by RNAO and accessible on the website to collect information on quality indicators for nursing practice, client clinical outcomes and organizational structure relevant to the BPGs;
- 1.2.16. **“NQuIRE Report Generation Support”** means an individual who can access the data system for report generation only. This individual is typically a clinical, middle or senior manager that can generate reports on behalf of the RNAO-PointClickCare Project Lead but cannot create or edit Implementation Site users or submit data on behalf of the RNAO-PointClickCare Project Lead or NQuIRE Data Entry Support;
- 1.2.17. **“Organization Profile”** means the name and address of the Organization and other information that identifies the Organization;
- 1.2.18. **“Parties”** means RNAO, the Organization and any other person or group who may become a party to this Agreement in the future and **“Party”** means any one of them;

- 1.2.19. **“Personal Information”** means any “personal information” or “personal health information” as those or similar or comparable terms are defined in the Privacy Legislation, whether stored in a single data record or comprised of information in disparate data records, which, if combined, could be associated with an identifiable individual;
- 1.2.20. **“Privacy Legislation”** means the *Personal Health Information Protection Act* (Ontario), the *Personal Information Protection and Electronics Documents Act* (Canada), *Freedom of Information and Protection of Privacy Act* (Ontario), *Municipal Freedom of Information and Protection Privacy Act* (Ontario) and any other privacy legislation as may be applicable to the Organization in Canada;
- 1.2.21. **“Project Management Staff”** means RNAO staff assigned to the RNAO-PointClickCare Initiative or to the design, development, maintenance and direction of the NQuIRE Data System, analyse Combined Data and prepare Internal Reports and Comparative Reports;
- 1.2.22. **“Receiving Party”** means the Party receiving Confidential Information pursuant to this Agreement;
- 1.2.23. **“Records”** in the context of this Agreement shall mean the Combined Data and Profiles submitted by the Organization to RNAO in accordance with this Agreement in any format attributed to the term in the *Freedom of Information and Protection of Privacy Act* (Ontario);
- 1.2.24. **“Registered User”** means any person authorized by the Organization to access, and submit data on its behalf into the NQuIRE Data System accessible on the Website, including without limitation its employees, agents or consultants;
- 1.2.25. **“RNAO-PointClickCare Project Lead”** means an RN Staff, or authorized staff member, appointed in writing as the Organization’s contact person for RNAO, to be available and accessible to the RNAO as a single, consistent point of contact in respect of leading the Organization in fulfilling the requirements of this Agreement.
- 1.2.26. **“RN Staff”** means the staff of the Organization qualified as Registered Nurses;
- 1.2.27. **“RNAO Clinical Pathways Program”** means the program established by RNAO in partnership with PointClickCare to embed the RNAO Clinical Pathways within PointClickCare’s electronic medical record system to promote evidence-based person and family-centered care in Ontario’s long-term care homes.
- 1.2.28. **“RNAO Third Parties”** means subcontractors, independent researchers, researchers affiliated with teaching hospitals or academic institutions and/or parties outside Ontario used by RNAO; and
- 1.2.29. **“Web site”** means the web site, middleware, and database comprising the NQuIRE Data System and operated by RNAO.

- 1.3. *Interpretation Not Affected by Division, Headings, Index.* The division of this Agreement into articles, sections and paragraphs and the insertion of headings and any index provided are for convenience of reference only and will not affect the construction or interpretation of this Agreement.
- 1.4. *Gender and Number.* Unless the context otherwise requires, words importing the singular include the plural and vice versa and word importing gender include all genders.

ARTICLE 2 OWNERSHIP AND LICENCE

- 2.1 *RNAO Copyright.* Copyright in the BPGs, the Comparative Reports, the Internal Reports and the NQUIRE Data System vests exclusively in RNAO, subject to the license granted by RNAO to the Organization in Section 2.3.
- 2.2 *Organization Copyright.* Copyright in the Combined Data vests in the Organization, subject to the license granted by the Organization to RNAO in Section 2.4.
- 2.3 *RNAO Licence.* Subject to the terms of this Agreement, RNAO hereby grants to the Organization a limited non-transferable license to:
 - 2.3.1 use, copy and publish the Internal Reports for any purpose; and
 - 2.3.2 use the Comparative Reports solely for self-evaluation for purposes of performance and quality improvement, including improving nursing services, patient care, internal research and nurse satisfaction, and targeting internal nursing education needs, and compliance with external reporting requirements required by law.
- 2.4 *Organization Licence.* The Organization hereby grants to RNAO a royalty-free, world-wide licence to:
 - 2.4.1 use the Records or any part thereof to prepare the Internal Reports for the Organization;
 - 2.4.2 subject to section 4.1, use the Records to prepare the Comparative Reports provided that RNAO shall not, without the prior written consent of the Organization, identify the Organization as the source of its Combined Data;
 - 2.4.3 notwithstanding the election made by the Organization in section 4.1 or section 5.1, disclose the Combined Data for use by RNAO Third Parties, provided: (i) the Combined Data cannot be identified by RNAO Third Parties as data of the Organization; (ii) the RNAO Third Parties agree to the same restrictions and conditions that apply through this Agreement to RNAO with respect to the Combined Data, including confidentiality provisions in ARTICLE 4; or (iii) the Organization consents in writing before such disclosure if all or part of the Combined Data is a defined and limited data set which cannot be fully de-identified as originating from the Organization; and
 - 2.4.4 to otherwise use, process, analyze, reorganize, collate and disclose the Combined Data that is non-identified by RNAO or RNAO Third Parties and for organizations that wish to be identified, RNAO or RNAO Third Parties will receive prior written consent of the Organization.

- 2.5 *Permitted Use.* Following the termination of this Agreement for any reason the grant of rights to the Organization in subsection 2.3 to use the Comparative Reports and Internal Reports shall be limited to use that does not require access to the NQuIRE Data System; and
- 2.6 *Prohibited Use.* The Organization shall treat the Comparative Reports as Confidential Information in accordance with this Agreement, and shall require its Registered Users not to, publish any of the Comparative Reports for advertising, promotional, marketing or any other commercial purposes or for professional presentations and publications, without the express written permission of RNAO. General non-commercial public reference to the Organization's performance in any reports from RNAO such as "above the mean" or "in the top 10%" may be made with attribution to RNAO and the NQuIRE Data System, upon written approval of RNAO. Notwithstanding the foregoing, the Organization shall have the right to refer to this Agreement as appropriate in the conduct of its business and in any filings required with any governmental agency or as otherwise required by law.
- 2.7 *Independent Contractors.* The Organization acknowledges that, although it is cooperating with RNAO under the terms of this Agreement, the Organization is acting solely as independent contractor and not as employee, agent or partner of, or as part of a joint venture with, RNAO.
- 2.8 *Use of Name.* The Organization agrees to acknowledge RNAO, on any poster, presentation, publication, brochure, advertisement, promotion or similar document or for any marketing, public relations, advertising, display or other business purpose related to guideline monitoring and evaluation activities for which NQuIRE data is used.

ARTICLE 3 TERMS AND CONDITIONS OF USE

- 3.1. *Participation by the Organization.* Subject to the discretion of the Organization in balancing the requirements of this section against the statutory obligations and operational priorities of the Organization as a health-care provider, the Organization, through the RNAO-PointClickCare Project Lead, shall use reasonable efforts to:
- 3.1.1. collect Combined Data continuously and consistently in order to optimize the validity and reliability of the Combined Data, Comparative Reports and Internal Reports;
 - 3.1.2. identify stakeholders within the Organization and assign to them the responsibility for carrying out the continuous and consistent collection of Combined Data as required by this Agreement;
 - 3.1.3. continuously and consistently identify and submit accurate Combined Data to the NQuIRE Data System within the terms of the EULA;
 - 3.1.4. respond to queries for clarification and/or corrections from RNAO to the Combined Data within the reasonable requested timelines;
 - 3.1.5. adhere to the use obligations as set forth in ARTICLE 7; and
 - 3.1.6. provide RNAO with organization Profile.

- 3.2. *RNAO Obligations.* Provided the Organization participates as set out in section 3.1, RNAO shall:
- 3.2.1. subject to ARTICLE 7, provide access to the NQuIRE Data System to the Registered Users;
 - 3.2.2. provide Internal Reports to the Organization and the Registered Users through the Website;
 - 3.2.3. subject to ARTICLE 4, provide Comparative Reports to the Organization and Registered Users through the Website; and
 - 3.2.4. implement and maintain reasonable quality standards for data management in order to preserve data integrity and security on the NQuIRE Data System, including compliance with the Privacy Legislation.

ARTICLE 4 DATA REPORTING

- 4.1. *Participation.* The Organization may elect, by having its RNAO-PointClickCare Project Lead advise RNAO in writing on execution of this Agreement, not to include its Combined Data in the Comparative Reports and not to be compared with other health-care organizations geographically (e.g., provincially, regionally nationally, on a transcontinental basis, internationally, etc.) or similar types of health-care organizations.
- 4.2. *Effect of Non-Participation.* If the Organization elects not to be included in the Comparative Reports, then:
- 4.2.1. the Organization and its Registered Users shall only be permitted to have access to the Internal Reports;
 - 4.2.2. the Combined Data shall not be used as part of the Comparative Reports; and
 - 4.2.3. the Organization and the Registered Users shall not have access to any Comparative Reports.
- 4.3. *Election.* The Organization may elect, by having its RNAO-PointClickCare Project Lead advise RNAO in writing on execution of this Agreement, for its Organization Profile not to be disclosed to any RNAO Third Parties without the prior written consent of the Organization.
- 4.4. *Reservation of Right.* Subject to the Organization's election pursuant to section 4.1, RNAO reserves the right to determine whether or not any data submitted by the Organization shall be included in the Comparative Reports.

ARTICLE 5 CONFIDENTIALITY

- 5.1. *Confidentiality.* The Receiving Party may only disclose Confidential Information to its employees, agents and consultants who have a legitimate need to know the Confidential Information for the purposes of this Agreement and who are subject to a contractual duty of confidentiality no less onerous than that set out in this Agreement and are properly instructed to maintain the Confidential Information in confidence. The Receiving Party will keep Confidential Information confidential and secure, and will protect it from

unauthorized use or disclosure by using at least the same degree of care as the Receiving Party employs to avoid unauthorized use or disclosure of its own confidential information, but in no event less than reasonable care consistent with Privacy Legislation. If any unauthorized disclosure or loss of any Confidential Information occurs, the Receiving Party will notify the Disclosing Party within two (2) business days after the Receiving Party becomes aware of the unauthorized disclosure or loss and the Receiving Party will cooperate with the Disclosing Party and take all such actions as may be necessary or reasonably requested by the Disclosing Party to minimize the violation and any damage resulting from it.

- 5.2. *No Implied Rights.* Confidential Information shall remain the property of the Disclosing Party. Nothing contained in this section will be construed as obligating a party to disclose Confidential Information, or as granting to or conferring on the Receiving Party, expressly or by implication, any rights or license to Confidential Information other than as provided for in this Agreement.
- 5.3. *Compelled Disclosure.* If the Receiving Party is legally compelled to disclose any Confidential Information in a manner not otherwise permitted by this Agreement, the Receiving Party will:
- 5.3.1. promptly notify the Disclosing Party, describing the court order, or other similar process pursuant to which the Receiving Party is compelled to disclose the Confidential Information,
 - 5.3.2. provide the Disclosing Party with documentation thereof, and
 - 5.3.3. permit the Disclosing Party reasonable time to seek a protective order or other appropriate remedy to limit disclosure.
- 5.4. *Duration of Confidentiality Obligations.* Each Party's obligations under this section apply to Confidential Information, whether disclosed to the Receiving Party before or after the Effective Date, and will continue during the course of this Agreement and survive its termination for a period of seven (7) years.
- 5.5. *Anonymity.* Notwithstanding section 5.1 and the Organization's election under section 4.3, its Organization Profile may be disclosed by RNAO, provided however:
- 5.5.1. such disclosure will not include its Combined Data or identify the Organization as the source of its Combined Data, which shall remain confidential; and
 - 5.5.2. the Organization Profile would be used by RNAO only to recognize the Organization's commitment to quality, including recognition that may be in the form of direct recognition at meetings, speaking opportunities, publishing opportunities, access to marketing information about related products and services, referrals for other organizations interested in similar activities.
- 5.6. *Idem.* For further clarification, RNAO or its employees, consultants, representatives, agents and investigators or RNAO Third Parties shall not divulge any portion of the Records or the analysis thereof in any manner which reveals the Organization's identity or its affiliates to any party other than as provided for in this Agreement, as necessary to fulfill responsibilities for the functioning of the NQuIRE Data System, as required by law or court order, or with the express written consent of the Organization.

ARTICLE 6 TERMINATION

- 6.1. *Term and Termination.* The Parties agree that this Agreement is contingent upon the terms outlined in the EULA and shall only be terminated:
- 6.1.1. upon a Party providing the other Party with sixty (60) days' written notice of termination by fax, email or letter;
 - 6.1.2. by RNAO on written notice to the Organization effective at midnight (EST) thirty (30) days following delivery if:
 - 6.1.2.1. the Organization has a winding up or bankruptcy order made against it (other than for the purpose of a reconstruction or amalgamation not involving an insolvency of the Organization) or if a trustee, receiver or manager is appointed with authority over any of its assets or if it becomes unable to pay its debts as they come due or if the Organization enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of the Organization or if the Organization is dissolved or any analogous occurrence in any jurisdiction;
 - 6.1.2.2. the Organization, the RNAO-PointClickCare Project Lead or any of its Registered Users breaches the terms of this Agreement where, in the opinion of RNAO acting reasonably, the breach is capable of cure but has not been cured within 30 days of the written notice of the breach being delivered to the Organization; or
 - 6.1.2.3. The Organization purports to assign this Agreement or the rights of the Organization here under to another person without the prior written consent of RNAO; or
 - 6.1.3. by the Organization on written notice to RNAO effective at midnight (EST) thirty (30) days following delivery if:
 - 6.1.3.1. RNAO has a winding up or bankruptcy order made against it (other than for the purpose of a reconstruction or amalgamation not involving an insolvency of RNAO) or if a trustee, receiver or manager is appointed with authority over any of its assets or if it becomes unable to pay its debts as they come due or if RNAO enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of RNAO or if RNAO is dissolved or any analogous occurrence in any jurisdiction; or
 - 6.1.3.2. RNAO breaches the terms of this Agreement where, in the opinion of the Organization acting reasonably, the breach is capable of cure but has not been cured within 30 days of the written notice of the breach being delivered to RNAO.
- 6.2. *Consequences of Termination.* Upon termination of this Agreement:

- 6.2.1. all privileges and obligations of the Organization, the RNAO-PointClickCare Project Lead and its Registered Users in relation to the NQuIRE Data System set out in section 3.1, ARTICLE 4 and ARTICLE 7, including for clarification, access to the NQuIRE Data System, shall be terminated;
- 6.2.2. the obligations of the Parties under ARTICLE 5 and ARTICLE 8 shall continue in accordance with its terms;
- 6.2.3. all obligations of RNAO under section 3.2 shall terminate;
- 6.2.4. the licences and privileges provided by each Party to the other Party under ARTICLE 2 shall terminate except as specified in section 2.5; and

ARTICLE 7 DATA SYSTEM USE

- 7.1. *Data Privacy.* The Organization shall be responsible for its data collection and data integrity, including compliance with any requirements under the Privacy Legislation, prior to aggregation and de-identification of the data and submission into the NQuIRE Data System. For greater clarity, the Organization shall be responsible for the collection, use, accuracy and disclosure of any and all data collected, reviewed and submitted by its RNAO-PointClickCare Project Lead or any of its Registered Users on its behalf. RNAO agrees not to reverse engineer or decompile the Combined Data or take any other steps to re-identify or otherwise extract Personal Information from Combined Data.
- 7.2. *Database access.* Upon execution of this Agreement, RNAO shall:
 - 7.2.1. require the RNAO-PointClickCare Project Lead to enrol the Organization by selecting a Name;
 - 7.2.2. require the RNAO-PointClickCare Project Lead to select a unique username and password on the Website to access the NQuIRE Data System;
 - 7.2.3. require the RNAO-PointClickCare Project Lead to provide a list of the Registered Users who shall have access to the NQuIRE Data System; and
 - 7.2.4. upon receipt of information in section 7.2.3, allow the Registered Users to each select a unique username and password on the Website to access the NQuIRE Data System.
- 7.3. *Notification.* The Organization, through its RNAO-PointClickCare Project Lead shall, or shall require its Registered Users to, promptly notify RNAO to deactivate any username if the username or password associated with the username is suspected as being lost, stolen, compromised, or misused, or there is a staffing change relating to any Registered User or RNAO-PointClickCare Project Lead. The Organization is responsible for all use of the NQuIRE Data System by it or on its behalf, including use through its RNAO-PointClickCare Project Lead and/or Registered Users.

- 7.4. *Limitation.* RNAO may restrict the information that the Organization or its Registered Users may review, copy or otherwise access on the NQuIRE Data System. Notwithstanding, the Organization, through its RNAO-Project Lead, shall always have access to all of its own Records.

- 7.5. *RNAO Privacy.* The Combined Data received by RNAO shall not contain any Personal Information, whether in relation to the Organization's employees, contractors, consultants or any individual seen, admitted or treated as a patient in the Organization or otherwise.

- 7.6. *Security.* RNAO agrees to use the following reasonable and appropriate industry standard privacy and security safeguards in respect of Combined Data and the NQuIRE Data System:
 - 7.6.1. encryption;
 - 7.6.2. user authentication;
 - 7.6.3. role based access controls;
 - 7.6.4. disaster recovery;
 - 7.6.5. programmed back-up;
 - 7.6.6. malware protection; and
 - 7.6.7. secure firewall.

- 7.7. *Security Breach.* RNAO agrees to report to the Organization any use or disclosure of the Combined Data in the NQuIRE Data System which is not in compliance with this Agreement within two (2) business days of the date on which RNAO becomes aware of the use or disclosure. Notice of any use or disclosure which is potentially not in compliance with this Agreement shall be delivered to:

COUNTY OF RENFREW

RNAO-PointClickCare Project Lead: _____

Contact Information: _____

- 7.8. *NQuIRE Data System.* Subject to section 7.4, the Organization Profile in the NQuIRE Data System shall not be visible to anyone other than the RNAO-PointClickCare Project Lead, the Registered Users and Project Management Staff.

- 7.9. *FIPPA Records and Compliance.* RNAO and the Organization acknowledge and agree that the Privacy Legislation applies to and governs all Records and may require the disclosure of such Records to others. Furthermore, RNAO agrees:

- 7.9.1. to keep Records secure;
- 7.9.2. to provide Records to the Organization within seven (7) calendar days of being directed to do so by the Organization for any reason including an access request or privacy issue;
- 7.9.3. not to directly or indirectly collect, use, disclose or destroy any Personal Information provided inadvertently by the Organization as part of the Records, and return it to the Organization as soon as reasonably possible; and
- 7.9.4. the provisions of this paragraph shall prevail over any inconsistent provisions in this Agreement.

ARTICLE 8 LIABILITY AND INDEMNIFICATION

- 8.1. *Liability.* Subject to Section 8.4, RNAO and its respective directors, officers, employees and consultants, assume no liability to any person or the Organization under any circumstances and regardless of the reasons for:
 - 8.1.1. disclosure of any Records or Personal Information submitted by the Organization to the NQUIRE Data System or Comparative Data compiled by the RNAO;
 - 8.1.2. the termination or cancellation of the NQUIRE Data System; or
 - 8.1.3. any delay or service disruption in the Organization's ability to access the NQUIRE Data System.
- 8.2. *Limitation of Liability.* IN NO EVENT SHALL ANY PARTY, THEIR SUBSIDIARIES, AFFILIATES, AGENTS, OFFICERS, DIRECTORS OR EMPLOYEES BE LIABLE TO THE OTHER PARTY FOR ANY INCIDENTAL, INDIRECT, SPECIAL, PUNITIVE, AGGRAVATED, EXEMPLARY OR CONSEQUENTIAL DAMAGES IN CONNECTION WITH OR ARISING OUT OF THE PERFORMANCE OF THIS AGREEMENT OR BREACH OF THIS AGREEMENT OR PUBLICATION OF THE BPGS OR SERVICES DELIVERED UNDER THIS AGREEMENT, AND INCLUDING, BUT NOT LIMITED TO, LOST PROFITS OR REVENUES, PERSONAL INJURY, DAMAGE TO REAL OR PERSONAL PROPERTY, COSTS OF CAPITAL, COSTS OF SUBSTITUTE GOODS COSTS OF REPAIRS OR CLAIMS OF CUSTOMERS FOR SUCH DAMAGES.
- 8.3. *Organization Indemnity.* The Organization hereby agrees, during and after the Term, to indemnify and save RNAO and its elected officials, employees, officers, directors, agents, representatives and consultants (collectively, the "RNAO Indemnities") harmless from and against all liabilities, losses, suits, claims, demands, costs, fees, fines and actions of any kind or nature whatsoever (each a "Claim") to which the RNAO Indemnities shall or may become liable, or which the RNAO Indemnities may suffer by reason of any breach, violation or non-performance on the part of the Organization, or any of its agents, Registered Users, servants and/or employees, of any term or condition of this Agreement, including without limiting the general nature of the foregoing, any Claim directly or indirectly arising from the disclosure of Personal Information for any reason whatsoever, in the course of collecting, aggregating, de-identifying or submitting data to the NQUIRE Data System or otherwise by any Registered Users, servants and/or employees of the Organization, or any breach, violation or non-performance of the obligations of the Organization pursuant to ARTICLE 7, provided that such indemnity shall not extend to any Claim arising as a result of the negligence,

breach of this Agreement or willful misconduct by the RNAO Indemnities. The indemnification obligations in this section shall not be limited by or subject to the limitation of liability in section 8.2.

- 8.4. *RNAO Indemnity.* RNAO hereby agrees, during and after the Term, to indemnify and save the Organization and its employees, officers, directors, agents, representatives and consultants (collectively, the “**Organization Indemnities**”) harmless from and against all Claims to which the Organization Indemnities shall or may become liable, or which the Organization Indemnities may suffer by reason of any negligence or wilful misconduct, or breach, violation or non-performance on the part of RNAO, or any of its agents, servants and/or employees, of any term or condition of this Agreement, including without limiting the general nature of the foregoing, any Claim directly or indirectly arising from any breach, violation or non-performance of the obligations of RNAO pursuant to ARTICLE 7, provided that such indemnity shall not extend to any Claim arising as a result of the negligence, breach of this Agreement or willful misconduct by the Organization Indemnities. The indemnification obligations in this section shall not be limited by or subject to the limitation of liability in section 8.2.

ARTICLE 9 GENERAL

- 9.1. *Amendments.* RNAO shall deliver notice of any proposed change(s) to this Agreement (each an “Amendment”), which Amendment shall be valid and binding on the parties as if originally agreed upon as part of this Agreement if:
- 9.1.1. the Amendment is expressly approved in writing by the Organization and RNAO; or
 - 9.1.2. after 90 days following notice of the proposed Amendment by RNAO to the Organization in accordance with Section 9.6, the Organization continues to submit data to the NQuIRE Data System.
 - 9.1.3. If, subsequent to acceptance of an Amendment pursuant to Section 9.1.2, an Organization determines that the Amendment is for any reason is unacceptable, it may terminate this Agreement by written notice to RNAO citing the Amendment, and this Agreement shall be deemed to be terminated thirty (30) days after delivery of the notice.
- 9.2. *Most Favoured.* In the event that, subsequent to the Effective Date of this Agreement, RNAO enters into an agreement with a another Organization participating in the RNAO-PointClickCare Initiative that is unaffiliated with the Organization named in this Agreement in relation to the NQuIRE Data System, which is substantially in the form of this Agreement and which includes rights more favourable to the Organization named in that agreement than the rights granted to the Organization in this Agreement, RNAO shall forthwith provide notice to the Organization and the Organization shall be entitled to secure for itself such more favourable rights and this Agreement shall be deemed to be amended accordingly; provided, however, that in order to secure such more favourable rights, the Organization be provided with the new terms for review and agree to accept any less favourable terms and conditions which are included in such subsequent agreement and this Agreement shall be deemed to be amended accordingly.
- 9.3. *Assignment.* Customer may not assign this Agreement, or delegate its rights under this Agreement, without the written consent of RNAO, which may be withheld for any reason or for no reason at all, except that the Customer may assign the Agreement on completion of a sale or transfer of all or substantially all of the issued and outstanding shares of Customer or the assets of such Customer’s long-term care portfolio covered by

this Agreement. The party who acquires such shares or assets shall thereafter assume all of Customer's rights, obligations and liabilities under this Agreement and shall countersign a copy of this Agreement in its name (the "Amended Agreement") and RNAO shall countersign the Amended Agreement which shall be substituted for this Agreement.

- 9.4. *Compliance.* The Parties agree to comply with all applicable federal, provincial and local laws, regulations, ordinances and orders with respect to the performance of this Agreement.
- 9.5. *Governing Law.* This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada, as applicable, without regard to the principles of conflict of laws.
- 9.6. *Notices.* Except as otherwise stated in this Agreement, all notices and other communications from either Party to the other Party shall be in writing and sent by mail, fax or e-mail. Notices shall be deemed to have been properly given on the date deposited in the mail, if mailed; or on the date sent, if delivered by e-mail or fax. Notices should be to:

REGISTERED NURSES' ASSOCIATION OF ONTARIO

Attn: Doris Grinspun
CEO
Address: 500-4211 Yonge St.
Toronto, Ontario
M2P 2A9
E-mail: dgrinspun@rnao.ca

COUNTY OF RENFREW

Attn: _____ (RNAO-PointClickCare Project Lead)
 _____ (Job Title)
 Address:
 E-mail:

- 9.7. *Severability.* If any portion or term of this Agreement shall for any reason be held invalid, illegal, or otherwise unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other term or provision hereof, and this Agreement shall be construed as if such term or provision, to the extent the same shall have been held invalid, illegal, or unenforceable, had never been contained herein.
- 9.8. *Waiver.* No waiver of any term, provision, or condition of this Agreement, whether by conduct or otherwise, in any one or more instances shall be deemed to be or construed as a further or continuing waiver of any such term, provision, or condition, or of any other term, provision, or condition of this Agreement.
- 9.9. *Force Majeure.* Neither Party shall be liable to the other for failure to perform as required by this Agreement to the extent such failure to perform is due to circumstances reasonably beyond such party's control, such as labor disputes or disturbances of any kind, accidents, failure of any governmental approval required for full performance, civil disorders or commotions, acts of aggression, acts of God, energy or other conservation

measures, explosions, failure of utilities, mechanical breakdowns, material shortages, disease, acts of terror or other such occurrences.

- 9.10. *Survival.* The obligations set out under 2.1, 2.2, 2.4, 2.5, 2.6, 2.8, ARTICLE 5, 7.6, 7.7, 7.8, 7.9 and ARTICLE 8 of this Agreement shall survive the termination of this Agreement.
- 9.11. *Entire Agreement.* This Agreement constitutes the entire and only Agreement between the Organization and RNAO relating to the use of the NQuIRE Data System, and all prior negotiation, representations, agreements and understanding are superseded hereby. No agreements altering or supplementing the terms hereof may be made except by a written document signed by the Organization's duly authorized representatives.

IN WITNESS WHEREOF, the Parties accept and agree to be bound by the terms of the foregoing.

REGISTERED NURSES' ASSOCIATION OF ONTARIO

COUNTY OF RENFREW

Signature: _____

Signature: _____

Print Name: Dr. Doris Grinspun, RN, BScN, MSN, PhD,
LLD(hon), Dr(hc), DHC, DHC, FAAN, FCAN, O.ONT.

Print Name: _____

Print Title: Chief Executive Officer

Print Title: _____

Date: _____

Date: _____

I have authority to bind this company.

I have authority to bind this company.

SCHEDULE A

List of Best Practice Guidelines (BPGs)*

Clinical Best Practice Guidelines:

1. A Palliative Approach to Care in the Last 12 Months of Life, 2020
2. A Proactive Approach to Bladder and Bowel Management in Adults, Fourth Edition, 2021
 - Replaced *Promoting Continence Using Prompted Voiding, 2011* and *Prevention of Constipation in the Older Adult Population, 2011*
3. Adult Asthma Care Guidelines for Nurses: Promoting Control of Asthma, Second Edition, 2017
4. Assessment and Care of Adults at Risk for Suicidal Ideation and Behaviour, 2009
5. Assessment and Device Selection for Vascular Access, 2008
6. Assessment and Interventions for Perinatal Depression, Second Edition, 2018
 - Replaced *Interventions for Postpartum Depression, 2005*
7. Assessment and Management of Foot Ulcers for People with Diabetes, Second Edition, 2013
8. Assessment and Management of Pain, Third Edition, 2013
9. Assessment and Management of Pressure Injuries for the Interprofessional Team, Third Edition, 2016
 - Replaced *Assessment and Management of Stage I to IV Pressure Ulcers, 2007*
10. Assessment and Management of Venous Leg Ulcers, 2007
11. Care and Maintenance to Reduce Vascular Access Complications, 2008
12. Care Transitions, 2014
13. Crisis Intervention for Adults Using a Trauma-Informed Approach: Initial Four Weeks of Management, Third Edition, 2017
 - Replaced *Crisis Intervention, 2006*
14. Delirium, Dementia, and Depression in Older Adults: Assessment and Care, Second Edition, 2016
 - Replaced *Caregiving Strategies for Older Adults with Delirium, Dementia and Depression, 2010* and *Screening for Delirium, Dementia and Depression in Older Adults, Revised, 2010*
15. End-of-Life Care During the Last Days and Hours, 2011
16. Engaging Clients Who Use Substances, 2015
17. Enhancing Healthy Adolescent Development, Second Edition, 2010
18. Establishing Therapeutic Relationships, 2006
19. Facilitating Client Centred Learning, 2012
20. Implementing Supervised Injection Services, 2018

21. Initiation, Exclusivity, and Continuation of Breastfeeding for Newborns, Infants, and Young Children, Third Edition, 2018
 - Replaced *Breastfeeding Best Practice Guidelines for Nurses*, 2007
22. Integrating Tobacco Interventions into Daily Practice, Third Edition, 2017
 - Replaced *Integrating Smoking Cessation into Daily Nursing Practice*, 2007
23. Nursing Care of Dyspnea: The 6th Vital Sign in Individuals with Chronic Obstructive Pulmonary Disease (COPD), 2010
24. Oral Health: Supporting Adults who Require Assistance, Second Edition, 2020
 - Replaced *Oral Health: Nursing Assessment and Interventions*, 2008
25. Person-and Family-Centred Care, 2015
 - Replaced *Client Centred Care*, Revised 2006
26. Preventing and Addressing Abuse and Neglect of Older Adults: Person-Centred, Collaborative, System-Wide Approaches, 2014
27. Preventing Falls and Reducing Injury from Falls, Fourth Edition, 2017
 - Replaced *Prevention of Falls and Fall Injuries in the Older Adult*, 2011
28. Primary Prevention of Childhood Obesity, Second Edition, 2014
29. Promoting Asthma Control in Children, 2008
30. Promoting Safety: Alternative Approaches to Use of Restraints, 2012
31. Reducing Foot Complications for People with Diabetes, 2007
32. Risk Assessment and Prevention of Pressure Ulcers, 2011
33. Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients, 2010
34. Supporting Adults Who Anticipate or Live with an Ostomy, Second Edition, 2019
 - Replaced *Ostomy Care and Management*, 2009
35. Supporting and Strengthening Families Through Expected & Unexpected Life Events, 2006
36. Woman Abuse: Screening, Identification and Initial Response, 2012
37. Working with Families to Promote Safe Sleep for Infants 0-12 Months of Age, 2014

Healthy Work Environment BPGs:

38. Adopting eHealth Solutions: Implementation Strategies, 2017
39. Developing and Sustaining Interprofessional Health Care: Optimizing patients/clients, organizational, and system outcomes, 2013
40. Developing and Sustaining Nursing Leadership, Second Edition, 2013
41. Developing and Sustaining Safe, Effective Staffing and Workload Practices, Second Edition 2017

42. Embracing Cultural Diversity in Health Care: Developing Cultural Competence, 2007
43. Intra-professional Collaborative Practice among Nurses, Second Edition, 2016
44. Managing and Mitigating Conflict in Health-Care Teams, 2012
45. Practice Education in Nursing, 2016
46. Preventing Violence, Harassment and Bullying Against Health Workers, 2019
 - Replaced *Workplace Health, Safety and Well-Being of the Nurse*, 2008 and *Preventing and Managing Violence in the Workplace*, 2009
47. Preventing and Mitigating Nurse Fatigue in Health Care, 2011
48. Professionalism in Nursing, 2007

**RNAO reserves the right to change the above list.*

**Registered Nurses' Association of Ontario
International Affairs & Best Practice Guidelines Centre**

RNAO CLINICAL PATHWAY LICENSE AGREEMENT

THIS AGREEMENT is made effective as of _____ ("**Effective Date**"), between County of Renfrew ("**Customer**") and the Registered Nurses' Association of Ontario ("**RNAO**"), a non-share capital corporation incorporated pursuant to the laws of the Province of Ontario having its principal place of business at 500-4211 Yonge Street, Toronto, ON M2P 2A9

RECITALS

- A.** RNAO is a not-for-profit Ontario corporation whose mandate, among other purposes, is to advance healthy public policy and develop, disseminate and support the uptake of evidence-based best practice guidelines (BPGs) by health organizations.
- B.** RNAO is the owner of copyright in its digitized BPG Clinical Pathways, which, RNAO disseminates to all long-term care ("**LTC**") homes.
- C.** RNAO has the right to license their BPG Clinical Pathways in effect on or after the date hereof, and as they may be amended, restated, supplemented or otherwise modified from time to time by RNAO.
- D.** PointClickCare is engaged in, among other things, the business of developing and marketing electronic health record and related software solutions to care and service organizations in the LTC sector and has obtained the right from RNAO to incorporate the Licensed Products in its software solution that Customers subscribe to pursuant to Master Subscription Agreement and applicable addenda.

NOW THEREFORE, in consideration of the exchange of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each Party, the Parties agree as follows:

TERMS AND CONDITIONS

- 1. Defined Terms.** In this Agreement, including the recitals and in any amendments and in all exhibits, the following terms will have the following meanings:

"Agreement" means this Agreement and all exhibits and instruments in amendment or confirmation of it;

"RNAO Clinical Pathways" means evidence-based knowledge translation tools created or modified by RNAO during the Term for use in the LTC sector;

"BPSO" means an organization that has a formal agreement with RNAO to implement, disseminate, monitor and evaluate the impact of BPGs on patients and organizational outcomes. These organizations are referred to as a "Best Practice Spotlight Organization" or "BPSO®".

"Change of Control" when used with reference to the relationship between a person and a corporation, means ownership or control, directly or indirectly, of more than fifty percent (50%) of the shares or other rights of the corporation entitled to vote in the election of directors;

"Licensed Products" means RNAO BPG Clinical Pathways created or modified by RNAO before or during the Term of this Agreement;

“RNAO Reputational Risk” means in relation to RNAO, the current or prospective risk to the reputation of RNAO arising from the adverse perception of the image of RNAO on the part of its members, the public and government and health care organizations in Canada and outside of Canada;

“Software” means the Nursing Advantage Canada Module provided by PointClickCare;

“Software Addendum” means the agreement between Customer and PointClickCare that permits Customer’s use of the Nursing Advantage Canada Module through PointClickCare’s electronic health record platform, which contains the Licensed Products including any amendment, addendum or rider thereto.

“Users” means individuals who are authorized by Customer to use and access the Software and who have been supplied user identifications and passwords by Customer. Users may include Customer’s employees, consultants, contractors, and agents, including qualified medical professionals, as determined and monitored by Customer.

“Vendor” means PointClickCare Technologies Inc.

2. **Customer’s Acknowledgments and Agreements.** In respect of the use of the Software and the Licensed Products, Customer understands, acknowledges, and agrees that:
- 2.1. RNAO grants to Customer a nonexclusive and nontransferable royalty-free license to use the Licensed Products embedded within the Software solely for the assessment and care of Customer’s residents. RNAO, as the sole and exclusive owner of the Licensed Products, reserves the right, at all times, to modify the Licensed Products. This license does not include the right to copy or distribute the text of the Licensed Products, except as may be necessary for your clinical and administrative purposes.
 - 2.2. RNAO shall retain all right, title and interest, including all intellectual property rights, in and to the Licensed Products, and the symbols, trademarks and service marks adopted by RNAO to identify the Licensed Products (the **“Trademarks”**). Customer shall not alter, remove, or destroy any Trademark or other proprietary markings placed on or in the Licensed Products.
 - 2.3. As a condition of using the Licensed Products, Customer agrees to implement the Licensed Products for the following topics over a three-year term using RNAO’s systematic approach noting that the foundational Licensed Products, which are displayed in bold font, must be implemented concurrently before any of the others: (i) **admission assessment**; (ii) **person- and family-centred care**; (iii) **delirium**; (iv) falls; (v) pain; (vi) pressure injuries; (vii) bowel and bladder continence; (viii) dementia and depression; and (ix) palliative care.
 - 2.4. In exchange for this royalty-free license to use the Licensed Products, Customer agrees to participate in RNAO’s Nursing Quality Indicators for Reporting and Evaluation® (NQuIRE®) data system (**“NQuIRE”**), which collects data on structure, process and outcome indicators to evaluate quality improvement goals established by Customer and RNAO. The minimum requirement for NQuIRE participation for the Term of this Agreement is to submit de-identified, aggregate data (**“Data”**) on a monthly, quarterly and annual basis for consistent units, teams, programs, or services, depending on the indicator. Baseline data submission is required for the process and outcome indicators for a period of 3-12 months (as available) prior to the initiation of implementation activities. Baseline data will support the completion of a gap analysis and allows Customer to monitor improvements.

- 2.5. This Software provides the necessary capabilities to collect, extract and submit such Data to RNAO's "NQuIRE" data system, post-implementation. Notwithstanding the foregoing, it is the Customer's sole responsibility, and not PointClickCare, to ensure timely submission of the Data to NQuIRE.
- 2.6. These Data shall be subject to all applicable Canadian laws and regulations relating to confidentiality and privacy and shall only be used for evaluation purposes. For greater certainty, the Data submitted by Customer to NQuIRE will not include any protected health information (also known as Personal Health Information, Health Information, or Personal Information [relating to the mental or physical health of individuals] in certain Canadian jurisdictions) of Customer's residents and Customer is solely responsible for submitting the Data to NQuIRE in accordance with: (i) The previously signed NQuIRE Data System Usage Agreement, if Customer is a BPSO; and (ii) the NQuIRE Data System Usage Agreement for Non-BPSOs which Customer agrees to sign, if the Customer is not a BPSO.
- 2.7. Customer will ensure the availability of one key contact individual ("**Project Lead**"), a regulated nursing staff member in a leadership role within Customer's long-term care home or corporation, to coordinate the implementation and evaluation activities. Customer's Project Lead is required to be available to work directly with RNAO's Implementation Coach ("**Implementation Coach**"). The Project Lead will require additional time beyond that spent with the Implementation Coach to lead the implementation activities and achieve the expected deliverables. Customer's Project Lead is also required to actively participate in regular project meetings, hosted by RNAO, to share knowledge and receive implementation guidance and support.
- 2.8. **Implementation Coach.** RNAO will assign an Implementation Coach to Customer throughout the Term of this Agreement. The Implementation Coaches' role will include working directly with Customer's Project Lead and project team, supporting the implementation, evaluation and sustainability of the Licensed Products through consultation, coaching, linking with resources, and referrals. The Implementation Coach will provide his/her services virtually through technology-enabled approaches to support and enhance Customer's Project Lead implementation and evaluation skills.
- 2.9. **Site visit.** RNAO shall conduct site visits as needed during the Term, at a mutually agreed upon time, to audit progress related to implementation, monitoring and evaluation activities (i.e., NQuIRE).
- 2.10. As a condition of using the Software, Customer accepts all risk (whether known or unknown) associated with usage by Customer's and User's in relation to the provision of clinical services and, Customer acknowledges that the Software is not a substitute for the Customer's current system of administering and safeguarding clinical services.
- 2.11. Customer acknowledges and agrees that Vendor is not a healthcare provider and does not provide medical advice and the Software is not a substitute for any long-term care home's current systems of administering and safeguarding clinical and/or medical treatment. Accordingly, with regard to any third party threatened or asserted claims or actions, including for personal injury, tort, medical malpractice, or for other acts, errors, or omissions in the delivery of medical care or medical information, or that otherwise arise out of or are in any way connected with Customer's or its affiliates access to or use of the Software for delivery of medical care, (a "**Medical Claim**"), Customer shall indemnify, hold harmless and defend RNAO and Vendor and their officers, directors, employees, agents, and subcontractors, from and against any such claims, including but not limited to Medical Claims, and against any and all losses, damages, expenses (including reasonable attorneys' and expert fees), claims, liabilities, suits, or actions resulting therefrom, whether or not such claims or Medical Claims are foreseeable as at the effective date hereof.
- 2.12. RNAO shall not, in any way, be deemed to be making any recommendations or otherwise participating in decisions regarding the care of Customer's residents. To the maximum extent permitted by law, RNAO shall

not be liable for any direct, indirect, incidental, consequential or punitive damages, however caused and regardless of the theory of liability, arising out of, or related to, claims by Customer's residents or the use of the Licensed Products by Customer or its Users for any purpose. RNAO makes no representations or warranties regarding the Software and shall not be liable to Customer or Customer's residents for any defects in the Software. If there are defects in the Software, Customer will rely exclusively and entirely on the rights and remedies, if any, in the agreement between Customer and Vendor.

3. Term and Termination.

3.1. **Term.** The term of this license shall begin on the Effective Date of this Agreement and remain in effect for three (3) years ("**Term**") unless terminated earlier pursuant to Section 3, paragraph 3.2 in this Agreement. Thereafter, this Agreement shall automatically renew for successive one (1) year periods (each a "**Renewal Term**") unless terminated earlier in accordance with Section 3, paragraph 3.2 in this Agreement.

3.2. **Termination.** Notwithstanding any other provisions in this Agreement, the Parties agree that this Agreement:

3.2.1. May be terminated by either party giving to the other party written notice of not less than three months during the Term;

3.2.2. May be terminated by RNAO if Customer:

3.2.2.1. Commits a breach of this Agreement and if the breach is not cured within thirty (30) days after receiving written notice from RNAO of the breach, including but not limited to the assignment of this Agreement;

3.2.2.2. becomes insolvent or petitions in bankruptcy, or files or has filed against it by any third-party request for any similar relief;

3.2.2.3. has a receiver appointed with respect to any of its assets or liquidation proceeding is commenced against Customer; or

3.2.2.4. enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of Customer or if Customer is dissolved.

3.2.3. May be terminated if the Software Addendum is terminated by PointClickCare.

3.3. **Consequences of Termination.** Upon termination of this Agreement under Section 3.2:

3.3.1. All Customer's privileges under this Agreement shall be withdrawn;

3.3.2. Customer will immediately stop new use of the Licensed Products. Notwithstanding the foregoing, the Parties acknowledge and agree that existing records that were created using the Licensed Products will be maintained by Vendor and Customer to ensure compliance with health record retention requirements pursuant to applicable legislations

3.3.3. Customer will be required to develop and implement a communication strategy to inform staff, Board members (as applicable) and other key stakeholders of the termination. The details of the communication strategy are to be provided to RNAO.

4. **Assignment.** Customer may not assign this Agreement, or delegate its rights under this Agreement, without the written consent of RNAO, which may be withheld for any reason or for no reason at all, except that the Customer may assign the Agreement on completion of a sale or transfer of all or substantially all of the issued and outstanding shares of Customer or the assets of such Customer's long-term care portfolio covered by this Agreement. The party who acquires such shares or assets shall thereafter assume all of Customer's rights, obligations and liabilities under this Agreement and shall countersign a copy of this Agreement in its name and the RNAO shall countersign the amended Agreement which shall be substituted for this Agreement.

- a. At least two (2) months in advance of any transaction implementing a Change of Control of Customer, RNAO shall be provided with written notice, which RNAO shall treat as Confidential Information, setting out:
 - 4.1.1. The name of the party or parties with whom Customer intends to enter into the transaction(s) effecting the Change of Control (the “*Intended Parties*”);
 - 4.1.2. The intended date the Change in Control will become effective;
 - 4.1.3. Such other details of the Change in Control transaction as are reasonable and necessary for RNAO to fully understand the identity and reputation of the Intended Parties and the effect on the RNAO Reputational Risk.
 - 4.1.4. In the event that RNAO, in its sole and absolute discretion, determines that the Change of Control is for any reason not in its interests, then it may terminate this Agreement on one (1) months’ notice in writing to Customer and assign the Agreement to another organization.
- 5. Disputes.** In the event of any disputes arising under or related to this Agreement and any transactions between the Parties, the Parties will attempt to resolve the dispute by good faith negotiations between the appropriate officers of each party. If such negotiations are unsuccessful, either Party may submit the dispute to arbitration under the Commercial Arbitration Rules of the International Centre for Dispute Resolution as then in effect. Unless otherwise agreed, arbitration proceedings shall be held in the offices of the ADR Institute of Ontario, Inc. in Toronto, Ontario, and will be conducted in English. The arbitrator(s) shall have authority to grant equitable relief, if appropriate, and may award costs, including reasonable legal fees, to the prevailing party. Judgment may be granted upon the award of the arbitrator(s) by any court having jurisdiction.
- 6. Miscellaneous.**
 - 6.1. Governing Law.** This Agreement shall be governed by, and construed in accordance with, the laws of the Province of Ontario.

Each Party to this Agreement irrevocably agrees to and submits to the exclusive jurisdiction of the courts of the Province of Ontario, Canada with respect to all claims, counterclaims, demands, causes of action, disputes, controversies, and other matters in question arising out of or relating to this Agreement, or the alleged breach, validity or enforceability of this Agreement, or in any way relating to the subject matter of this Agreement or the relationship between the Parties created by or as a result of this Agreement.
 - 6.2. Notices.** All notices and other communications pursuant to or regarding this Agreement shall be in writing and may be sent by certified mail, courier, or facsimile transmission. Notices sent by certified mail are effective five (5) working days after they are mailed. Notices sent by facsimile are effective the first working day after they are transmitted. Notices sent by courier are effective on the day they are delivered. Unless written notice to the contrary is received, all notices to you shall be sent to the address you registered with the Vendor. Notices to RNAO shall be sent to:

RNAO
500-4211 Yonge Street,
Toronto, ON
M2P 2A9
 - 6.3. Successors and Assigns.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, legal representatives, successors, and assigns.
 - 6.4. Integration and Severability.** This Agreement embodies the entire agreement and understanding between the parties and supersedes all prior agreements and understandings relating to the subject matter hereof. In the event any one or more of the provisions of this Agreement shall be invalid, illegal, or unenforceable, the

validity, legality and enforceability of the remaining provisions of this Agreement shall not be in any way affected or impaired thereby.

- 6.5. **Modifications.** This Agreement may not be modified, changed, supplemented, or terminated, nor may any obligations hereunder be waived, except by written instrument signed by the party to be charged or by its agent duly authorized in writing or as otherwise expressly permitted herein. Any amendment, waiver or consent shall be effective only in the specific instance and for the specific purpose for which given.
- 6.6. The Customer's authorized representative below entering into this Agreement on behalf of the Customer represents and warrants that the execution and performance of this Agreement has been duly authorized by all necessary corporate action and that this Agreement constitutes the valid, binding, and enforceable obligations of such party in accordance with this Agreement.

REGISTERED NURSES' ASSOCIATION OF ONTARIO

COUNTY OF RENFREW

Signature: _____

Signature: _____

Print Name: Dr. Doris Grinspun, RN, BScN, MSN, PhD,
LLD(hon), Dr(hc), DHC, DHC, FAAN, FCAN, O.ONT.

Print Name: _____

Print Title: Chief Executive Officer

Print Title: _____

Date: _____

Date: _____

I have authority to bind this company.

I have authority to bind this company.



Business Case – Staffing Report

Date: September 10, 2024

Department: Long Term Care

Report Prepared by: Mike Blackmore, DLTC

<p>Proposal</p>	<p>The addition of one full-time (FT) Recreation Programmer in each of the County of Renfrew’s Long-Term Care Homes is proposed in support of enhanced quality of care programs and ongoing compliance with applicable regulation such as the Fixing Long-Term Care Act, 2021.</p>
<p>Position</p> <p>Union <input checked="" type="checkbox"/></p> <p>Non-Union <input type="checkbox"/></p>	<p>Recreation Programmer position is a unionized position under CUPE Local 1508, Bonnechere Manor and CUPE Local 3586, Miramichi Lodge.</p>
<p>Summary</p> <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>This initiative is in support of two desired key outcomes. Firstly, to support the required level of therapeutic recreation programming and 1:1 psychosocial support to the current and future residents in each County of Renfrew Long-Term Care Homes. Recreation programmers expertly create and deliver a wide variety of recreation programs and special events, each designed to increase residents’ quality of life while decreasing the prevalence of social isolation and depression, two performance indicators measured by Health Quality Ontario. Secondly, the promotion of successful recruitment and retention of qualified staff through schedule improvements achieved by optimizing the full-time to part-time ratio.</p> <p>Discussion</p> <p>Recruitment and retention of part-time recreation programmers has proven to be a major challenge in recent years. The past few years of provincially mandated staffing increases and subsequent funding has primarily focused on direct care. At the same time, the emphasis on person centred and social models of care have ascended as the expected norm for care delivery. The recreation programmer plays a pivotal role toward growing and maintaining an environment that is supportive of a social engagement and a person centred approach to care. To this end, enhancements to the recreation department staffing complement are long overdue. Fortunately, we are afforded this opportunity to bolster our recreation programmer complement as a key resource in our endeavour to epitomize person centred care.</p>

<p>Summary Continued</p> <ul style="list-style-type: none"> Discussion 	<p>Ministry funding supports the enhancement to resident quality of care as identified in the Fixing Long-Term Care Act, 2021 and Regulation 246/22. The addition of one additional full time recreation programmer per Home will assist greatly with ensuring that our homes embrace a person centred care approach through the planning and delivery of therapeutic activities and provision of resources necessary to navigate individualized complex resident needs as required.</p>																
<p>Recommendation</p>	<p>THAT the Health Committee recommend to County Council the approval of two (2) full-time complement (one each at Bonnechere Manor and Miramichi Lodge) designated as Recreation Programmer AND FURTHER THAT the Finance and Administration Committee be so advised.</p>																
<p>Financial Considerations</p>	<table border="1" data-bbox="674 573 1898 808"> <thead> <tr> <th>Home</th> <th>Hours</th> <th>Salary</th> <th>Benefits</th> </tr> </thead> <tbody> <tr> <td>Bonnechere Manor</td> <td>2,080</td> <td>\$ 43,975</td> <td>\$ 7,300</td> </tr> <tr> <td>Miramichi Lodge</td> <td>2,080</td> <td>\$ 43,209</td> <td>\$ 8,815</td> </tr> <tr> <td>Total</td> <td>4,160</td> <td>\$ 87,184</td> <td>\$16,115</td> </tr> </tbody> </table> <p>Projection includes the financial liability consistent with the budget: sick, vacation and stat days. Total cost per year of \$103,299.</p>	Home	Hours	Salary	Benefits	Bonnechere Manor	2,080	\$ 43,975	\$ 7,300	Miramichi Lodge	2,080	\$ 43,209	\$ 8,815	Total	4,160	\$ 87,184	\$16,115
Home	Hours	Salary	Benefits														
Bonnechere Manor	2,080	\$ 43,975	\$ 7,300														
Miramichi Lodge	2,080	\$ 43,209	\$ 8,815														
Total	4,160	\$ 87,184	\$16,115														



Business Case – Staffing Report

Date: September 10, 2024

Department: Long-Term Care

Report Prepared by: Mike Blackmore, DLTC

Proposal	<p>At Bonnechere Manor, the addition of one (1) full-time Physiotherapy Assistant (PTA) with a reduction of regular part-time regular hours. At Miramichi Lodge, the addition of two (2) full-time Physiotherapy Assistants with a reduction of part-time regular hours.</p>
Positions Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	<p>Physiotherapy Assistant (PTA) position is an unionize position under CUPE Local 1508 and CUPE Local 3586</p>
Summary <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>This initiative is intended to optimize full time to part time staffing ratios for the Physiotherapy Assistant (PTA) complement at Bonnechere Manor and Miramichi Lodge in support of enhanced care delivery and improved recruitment and retention of staff.</p> <p>The PTA position plays a critical role in ensuring residents remain active and promote independence as part of the Home’s interdisciplinary team. Delivering a variety of one-to-one physiotherapy programs and small group exercise programs PTAs enhance residents’ quality of life through maintenance of function and mobility. PTAs ensure residents have the proper mobility equipment to ambulate safely and the equipment needed to mitigate their risk of falls.</p>

Discussion

Recruitment efforts for a part-time PTA have been difficult with very few interested or qualified candidates applying to previous postings.

At Bonnechere Manor the implementation of a three full-time PTA model will allow for a lead in each resident home area. These additional roles will contribute to the minutes of care from Allied Health Professionals, enhancing the care and services provided to our residents.

At Miramichi Lodge there are currently vacant part-time positions that remain unfilled. This presents an opportune time to create full-time positions consistent with the Provincial Long-Term Care Staffing Plan. By converting the part-time hours into full-time PTA positions and aligning to the Bonnechere Manor model, the residents would benefit with consistent treatments, programming and overall service. Staff will also be better positioned to build stronger person-centred relationships aligning with the Butterfly Approach.

Recommendation

THAT the Health Committee recommend to County Council that the Physiotherapy Assistant staffing complement at Bonnechere Manor is increased by one (1) full-time Physiotherapy Assistant (PTA) positions, and staffing complement at Miramichi Lodge is increased by two (2) full-time Physiotherapy Assistant (PTA) positions effective November 1, 2024. AND FURTHER THAT the Finance and Administration Committee be so advised.

Financial Considerations

Home	Complement	Hours	Salary	Benefits
Bonnechere Manor	1 FT	2,080	\$ 41,273	\$ 6,851
Miramichi Lodge	2 FT	4,160	\$ 107,536	\$ 17,851
Miramichi Lodge	(2 PT)	(1,560)	(48,732)	(10,929)
Total		4,680	\$ 100,077	\$ 13,773

This includes the financial liability consistent with the budget: sick, vacation and stat days. Total cost per year of \$ 113,850.



Business Case – Staffing Report

Date: September 10, 2024
Department: LTC – Miramichi Lodge
Report Prepared by: Mike Blackmore, DLTC

Proposal

The addition of a full time (FT) Assistant Food Service Supervisor to create one full time complement at each home: Bonnechere Manor and Miramichi Lodge.

Position

Union

Non-Union

The Assistant Food Service Supervisor positions are non union classified under Group 6.

Summary

- **Background**
- **Discussion**

Background

The Assistant Food Service Supervisor (AFSS) plays a critical role in Continuous Quality Improvement and optimal pleasurable dining experience for the home toward enhancing resident quality of life. As an integral member of the Home’s interdisciplinary team, the AFSS completes a wide range of duties to ensure food services department compliance with the Fixing Long Term Care Act, 2021 and Ontario Public Health Inspection. In support of the Food Services Supervisor (FSS), the AFFS also plays a pivotal role in the execution of designated Home strategic and operational initiatives. In addition to assuming department lead in the absence the FSS, tasks such as menu production, quality audits and support to resident council contribute toward enhanced resident satisfaction and operational efficiencies.

Discussion

The ministry sets the standard minimum weekly hours for a Nutrition Manager (Food Service Supervisor and Assistant Food Service Supervisor) and is based on the number of residents per home. Currently the one full time complement (AFSS, Bonnechere Manor) supports both homes with two days per week at Miramichi Lodge and three days at Bonnechere Manor. This weekly sharing the one AFSS for both homes has become a challenge in maintaining the minimum regulatory requirements. Converting the current part-time complement of AFSS for each home to one full-time AFSS for each home would enhance food quality oversight and the ability to operationalize best practices initiatives such as the Butterfly program and utilization Meal Suite software to assist with implementing and maintaining digital dining.

Recommendation	That the Health Committee recommend to County Council the approval of one additional full time staffing complement designated as Assistant Food Service Supervisor, Miramichi Lodge effective October 1, 2024 AND FURTHER THAT the Finance and Administration Committee be so advised.								
Financial Considerations	<table border="1" data-bbox="573 367 1808 485"> <thead> <tr> <th data-bbox="573 367 1050 423">Home</th> <th data-bbox="1050 367 1236 423">Hours</th> <th data-bbox="1236 367 1522 423">Salary</th> <th data-bbox="1522 367 1808 423">Benefits</th> </tr> </thead> <tbody> <tr> <td data-bbox="573 423 1050 485">Miramichi Lodge</td> <td data-bbox="1050 423 1236 485">1820</td> <td data-bbox="1236 423 1522 485">\$ 83,340</td> <td data-bbox="1522 423 1808 485">\$ 22,797</td> </tr> </tbody> </table> <p data-bbox="470 505 1367 578">Non union classified under Group 06 total cost per year of \$ 106,137. Budgets to be aligned between the homes accordingly.</p>	Home	Hours	Salary	Benefits	Miramichi Lodge	1820	\$ 83,340	\$ 22,797
Home	Hours	Salary	Benefits						
Miramichi Lodge	1820	\$ 83,340	\$ 22,797						



Business Case – Staffing Report

Date: September 10, 2024

Department: LTC – Miramichi Lodge

Report Prepared by: Mike Blackmore, DLTC

<p>Proposal</p>	<p>Addition of 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge.</p>
<p>Position</p> <p>Union <input checked="" type="checkbox"/></p> <p>Non-Union <input type="checkbox"/></p>	<p>Laundry Aide position is an unionize position under CUPE Local 3586</p>
<p>Summary</p> <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>The Laundry Aide position supports the Home to ensure all residents have available clean and tidy clothing and linen. The COVID-19 pandemic realized significant enhancements to infection prevention and control (IPAC) practices affecting all departments including Laundry. During the pandemic, the additional Laundry Aide hours necessary to facilitate Infection Prevention and Control (IPAC) measures were covered by special COVID-19 funding.</p> <p>The addition of 624 Laundry Aide hours at Miramichi Lodge is requested to enable effective continuation of enhanced IPAC measures that endure post pandemic. Additionally, realizing these additional hours more closely aligns the Miramichi Lodge to the Bonnechere Manor laundry department staffing complement.</p> <p>Discussion</p> <p>The implementation of the additional hours will be assigned to existing and experienced part time staff who are familiar with desired key outcomes.</p>
<p>Recommendation</p>	<p>THAT the Health Committee recommend to County Council that approval of an additional 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge be approved effective October 1, 2024 AND FURTHER THAT the Finance and Administration Committee be so advised.</p>

Financial Considerations

Laundry Aide is a union position funded under LTC - Level of Care Other Accommodation. Total cost \$21,024.

Status	Hours	Salary	Benefits
Part Time	624	\$ 17,908	\$ 3,116